

Date of issue: Friday, 4 September 2020

MEETING:	CABINET	
	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
DATE AND TIME:	MONDAY, 14TH SEPTEMBER, 2020 AT 6.30 PM	
VENUE:	VIRTUAL MEETING	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE	07514 939 642

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 13th July 2020	1 - 6	-
3.	Statutory Service Plan	7 - 50	All
4.	Performance & Projects Report, Quarter 1 2020/21	51 - 106	All
5.	Revenue Budget Monitor - Quarter 1 2020/21	107 - 128	All
6.	Capital Monitoring Report - Quarter 1, 2020/21	129 - 160	All
7.	Centre of Slough: Regeneration Framework Masterplan	161 - 202	All
8.	Stoke Wharf – Slough Urban Renewal – Draft Indicative Site Development Plan	203 - 210	Central
9.	Britwell Centre - GP Surgery Development	211 - 218	Britwell and Northborough
10.	Covid-19 Decisions Update	219 - 238	All
11.	References from Overview & Scrutiny	To	All
12.	Notification of Forthcoming Decisions	Follow 239 - 250	All
13.	Exclusion of Press and Public	-	-

It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the Authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).

PART II

- | | | | |
|-----|---|-----------|---------------------------|
| 14. | Stoke Wharf – Slough Urban Renewal – Draft Indicative Site Development Plan Appendix | 251 - 310 | Central |
| 15. | Britwell Centre - GP Surgery Development Appendices | 311 - 316 | Britwell and Northborough |

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, 13th July, 2020.

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

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

Apologies for Absence:- Councillor Akram

PART 1

25. Declarations of Interest

No declarations were made.

26. Minutes of the Meeting held on 15th June 2020 and the Extraordinary Meeting held on 30th June 2020

Resolved – That the minutes of the meeting of the Cabinet held on 15th June 2020 and the Extraordinary meeting held on 30th June 2020 were approved as a correct record.

27. Covid-19 Decisions Update

Lead Members considered a follow up report to that received by the Cabinet on 15th June 2020 which set out the significant decisions taken by officers in the ongoing response to the Covid-19 pandemic.

The appendix to the report summarised the decisions taken by Silver command since 5th June 2020. The relevant Lead Members had been consulted on decisions where appropriate. A report would also be provided to Council on 21st July to seek to ratify decisions relating to its functions. After due consideration the Cabinet noted the report and ratified the significant decisions relating to Executive functions.

Resolved – That the report be noted and the significant decisions taken by officers since the previous meeting be ratified.

28. Corporate Annual Report 2019/20

The Service Lead Strategy & Performance gave a presentation summarising the Corporate Annual Report for the 2019/20 financial year.

The Annual Report included case studies to illustrate the change the Council had brought about for people who live and work in Slough such as I-Talk, the Co-Production Network and The Creative Academy; key achievements against each of the five outcomes areas in the Five Year Plan; and performance against the indicators included in the Corporate Balanced Scorecard. The highlights included high levels of educational attainment in

Slough, the extension of the Active Movement physical activity programme and investment in affordable housing and regeneration projects.

Lead Members commented that Covid-19 would impact on a number of performance indicators in the scorecard and that it would be important to contextualise the data and clearly explain performance issues in future reports. It was noted that the Quarter 1 performance report was due to be reported to Cabinet in September and would reflect this point. The Cabinet highlighted a number of specific issues in the report including the success in securing Local Enterprise Partnership funding for infrastructure schemes as Slough had demonstrated it could deliver schemes; the continuing and sustained improvement in schools; and good progress in homelessness prevention.

Speaking under Rule 30, Councillor Dhaliwal asked about the progress of regeneration schemes including Stoke Wharf. The Leader responded that the timelines had been set out in the Slough Urban Renewal Partnership Business Plan approved recently by Cabinet and that delivery remained broadly on track.

At the conclusion of the discussion, the Cabinet agreed to recommend to Council that the Annual Report be approved.

Recommended – That the Council's progress during the 2019/20 financial year as demonstrated through the key achievements against the Five Year Plan be noted.

29. Langley High Street Improvement Works (from Meadfield Road Junction to Elmhurst Road)

The Lead Member for Sustainable Transport & Environmental Services introduced a report that sought approval to progress implementation of the next stages of the Langley High Street Corridor Highway improvement works.

The proposed scheme was an extension to the original rail station accessibility and Station Road/High Street/ Langley Road junction improvement scheme in Langley. It aimed to provide a resilient network infrastructure to support planned regeneration in the area and to reduce congestion from Meadfield Road Junction along High Street which would reduce the negative environmental impacts. Hollow Hill Lane was expected to close in the future as part of the Western Rail Link to Heathrow. The traffic impacts had been modelled and the proposed new highway layout for the area had been designed to mitigate the impacts and accommodate the predicted traffic growth. The Council had been successful in securing a significant external funding contribution of £2.4m from Thames Valley Berkshire Local Enterprise Partnership.

In response to points raised from the Cabinet, the Service Lead Major Infrastructure Projects explained the work being undertaken to address air quality issues as part of the scheme and set out the consultation

arrangements, which would largely take place virtually during August. Lead Members commented on the importance of engaging local businesses, as well as residents, to ensure their issues were understood and considered in the final design of the scheme.

The proposed scheme would require some boundary adjustments to Langley Memorial Park and discussions were taking place with the parks team and trustees. It was noted that Councillor Swindlehurst was a member of the Trustee Committee.

At the conclusion of the discussion the Cabinet agreed the recommendations.

Resolved –

- (a) That the conditional offer of the Berkshire Local Transport Body (BLTB) to provide £1.324m for Harrow Market to Meadfield Rd and £1.033m from Meadfield Rd to Elmhurst Rd from the Local Growth funding stream towards the cost of these improvement works be welcomed;
- (b) That it be agreed in principle the design of the scheme as outlined in Section 5 subject to the development of the designs through the detailed design process; and
- (c) That further discussions be approved with the trustees of the Langley War Memorial Field and the Parks Team about small boundary adjustments on the eastern side of the field to accommodate the new highways design.

30. Trelawney Avenue Redevelopment - Update and Restart

The Cabinet received an update on the Trelawney Avenue Redevelopment Plan and considered proposals to restart the project.

It was noted that the development partner, KDL, had withdrawn from the development due to the changed financial climate caused by the Covid-19 pandemic. Approval was sought to otherwise proceed with the development as previously agreed. The Council would solely deliver and manage this mixed-use project, which would provide a new Council Access Point in line with the Localities Strategy and up to 32 affordable properties. The new Council Access Point would incorporate Langley Library.

The Cabinet was informed of the changes of the new proposals compared to the previously approved project. It was noted that the separate healthcare facility envisaged would no longer be possible without KDL, however a flexible, multi-use space for healthcare professionals from the NHS and Public Health would be provided on the site to hold regular sessions for the local community. There were a number of benefits to the Council taking control of the development including delivering affordable homes rather the private homes for rent as under KDL, the ability to fully relocate Langley Library and greater certainty to deliver the project. Lead Members recognised the

challenges in managing complex projects with health and other partners and reiterated their commitment to deliver a scheme that would achieve the vast majority of the original objectives and better housing outcomes.

The recommendations were therefore agreed and the Cabinet requested the next report seeking approval of a revised scheme be brought to Cabinet by December 2020.

Resolved –

- (a) That it be agreed that the Trelawney Avenue development proceeds, with delivery of a Council Access Point and new housing accepting that a separate healthcare facility is no longer possible;
- (b) That Langley Library be incorporated into the Council Access Point and officers explore alternative uses for the existing library accommodation;
- (c) That a flexible healthcare/consultation space be provided within the new CAP for use by NHS and Public Health partners;
- (d) That Slough Borough Council enter into a Pre-Contract Services Agreement with Slough Urban Renewal that will develop the scheme up to and including planning approval;
- (e) That once the viable scheme design is agreed a further report is brought back to Cabinet by December 2020 to report on budget requirements and seek approval to enter into contract for the delivery of the scheme.

31. Tower & Ashbourne Design Update and Procurement for Construction

The Service Lead Housing Development & Contracts introduced a report that updated Lead Members on the design and procurement for construction of the Tower & Ashbourne site development.

The Cabinet noted that a resident and community focused approach had been taken and the scheme had been designed with a full commitment to high quality affordable housing. It would adopt SMART TECC building technology and an exemplar approach in standards of fire prevention measures. The scheme was at an advanced stage of detailed design in preparation for procurement.

Lead Members welcomed the high quality design standards adopted. The provision of car parking was raised and it was noted that the provision was in line with planning policies and there would be access to the car club and increased facilities for electric vehicles. The Cabinet recognised the importance of 'future proofing' Council developments and being ambitious in terms of environmental standards.

At the conclusion of the discussion the recommendations were agreed.

Resolved –

- (a) That based on robust and commercial engagement measures in place with contractors, the objective is to procure a 'Fixed Price' for the construction of the Tower & Ashbourne development and that Cabinet accept that the recommended method to achieve this objective is via the 'Restricted Contract Procurement Route'; .
- (b) That the Director of Finance & Resources in consultation with the Lead Member and with support from Service Lead Housing Development & Contracts, explore and agree, if he considers appropriate, the option for the Housing Revenue Account (HRA) to fund the construction of the development work;
- (c) That once construction is sufficiently established, the development will be refinanced and an option of 'Heads of Terms' be in place allowing for Institutional Funding to re-imburse the HRA to invest in other projects.
- (d) That the Cabinet consent to the principle that the tenancy strategy for for the development is to set affordable rents and these are required to be below the Local Housing Allowance (LHA) level, that the rents are set at the lowest possible level below LHA as a clear intent that the Development is 'Affordable Housing' that there be active use of available retained 1-4-1 RTB Receipts and s106 Housing funding or successful application for Homes England Grant to reduce further the rent levels to lowest possible viable level; and
- (e) That HRA Asset Strategy & Support of Tenancy Strategy is to designate the DI.S.H. RP (Development Initiative Slough Housing RP) to commission services for the management of the completed Development and, to be the designated Building Safety Body, to enable planning requirement for localised letting so as to create active tenant engagement in the management and creation of a sustainable community at the Development.

32. References from Overview & Scrutiny

A report was considered that requested the Cabinet to consider the recommendation of the Neighbourhoods and Community Services (NCS) Scrutiny Panel from 17 March 2020 with regard to the report on Highways and Parking in Slough.

The Panel had recommended: *“That the Cabinet allocate sufficient staff resource to the Parking Service Team, to enable officers to complete outstanding works as expeditiously as possible.”*

The principle concern of the Panel was that there was a backlog of parking schemes hence the request for additional staff resource to be allocated. The

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report to Cabinet included a response from Officers stated that additional budget provision had been made in 2020/21 for a further permanent Parking Engineer but that there was no funding in place for more technical administrative resource to support the work of the engineers.

The current Chair of the NCS Scrutiny Panel, Councillor Hulme, commented that whilst the additional engineer post was welcomed, the Panel had wanted the administrative resources in place as well to maximise the engineers capacity to improve the delivery of schemes.

The Cabinet welcomed the recommendation from the Panel and agreed with the principle of ensuring sufficient staff resources was in place to address the backlog. It was therefore agreed that additional technical administrative resource be put into the parking service from within existing resources, such as redeployment or secondment from the business support scheme. Alongside the recruitment of the additional engineer this should provide the necessary support to the service.

Resolved –

- (a) That the recommendation from the NCS Panel meeting held on 17th March 2020 be accepted:

“That the Cabinet allocate sufficient staff resource to the Parking Service Team, to enable officers to complete outstanding works as expediently as possible.”

- (b) That it be noted that the recruitment of an additional permanent parking engineer would commence soon.
- (c) That it be agreed that additional technical administrative resource for the parking service be provided from existing resources from capacity within the business support team, for example through redeployment or secondment.

33. Notification of Key Decisions

The Cabinet considered and endorsed the Notification of Key Decisions published on 12th June 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 July to September 2020 be endorsed.

Chair

(Note: The Meeting opened at 6.33 pm and closed at 8.05 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14th September 2020

CONTACT OFFICER: Levine Whitham, Food and Safety Manager, Regulatory Services

(For all enquiries) (01753) 477901 or levine.whitham@slough.gov.uk

WARD(S): All

PORTFOLIO: Cllr Pavitar Mann– Cabinet Member for Planning & Regulation

PART I
KEY DECISION**STATUTORY SERVICE PLAN****1 Purpose of Report**

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

2 Recommendation(s)/Proposed Action

The Cabinet is requested to Recommend to Council on 24th September that the Food Safety Statutory Service Plan be approved.

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

- Adopting professional curiosity in all that we do to ensure we are competent to recognise and identify child safeguarding issues.
- Maintaining professional curiosity among staff and keeping their awareness up to date on issues such as, Modern Slavery and Child Sexual Exploitation.

Increasing life expectancy by focussing on inequalities

- Supporting and encouraging all the food outlets in Slough to provide safe food through inspections and interventions and the Food Hygiene Rating Scheme (FHRS)
- Support all businesses to be covid secure and safe places to work and visit
- Actively support the Prevention Strategy within our front line work

Improving mental health and wellbeing

- Staff being trained on the Care Act and their responsibility under that legislation to be aware of safeguarding issues and reporting lines. Staff being trained in Making Every Contact Count.

3b Five Year Plan Outcomes

This statutory service plan identify positive impacts towards all the 5 year

Plan Outcomes, which is detailed in the individual action plan, and in particular:

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

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

4 **Other Implications**

(a) Financial

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

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

(b) Risk Management

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

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

(a) Human Rights Act and Other Legal Implications

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

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

(b) Equalities Impact Assessment

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

5 Supporting Information

- 5.1 National guidance on the delivery of the Authority's enforcement activities is issued by The Food Standards Agency and the Department for Business, Innovation and Skills; setting out standards for service provision, monitoring and auditing arrangements, in order to ensure that local enforcement activities are undertaken in a robust, fair and consistent manner in line with the Regulators Code and our Enforcement Policy.
- 5.2 The Plan are an important part of the process to ensure national priorities and standards are addressed and delivered to meet local needs effectively; they will be reported to and scrutinised by the national agencies. These Plan, which are required to be reviewed and updated annually, will
- focus on local priorities and the needs of our local community
 - provide an essential link with financial planning
 - set objectives for the future, and identify major issues that cross service boundaries;
 - and provide a means of managing performance and making performance comparisons
 - in addition the plans will provide an essential link between statutory enforcement responsibilities and the teams support for the council's strategic priorities of the Five Year Plan.
- 5.3 Local authorities are required to include in their Statutory Service Plan
- Information about the services they provide
 - the means by which they will provide those services
 - the means by which they will set/monitor performance targets and standards
 - a review of performance against proposed targets
- 5.4 Charging for non-enforcement services and Primary Authority (PA) work has allowed for increased cost recovery activities which have helped to off set the cost of service delivery. PA is a statutory scheme which enables contractual partnerships to be formed between business and local authorities. The aim being to streamline and simplify the national regulatory compliance demands on local businesses in relation to trading standards, food and health & safety matters.
- 5.5 We currently have about 40 partnerships with national and international businesses such as; Reckitt Benkiser, Mars, Telefonica (O2), Superdrug, Furniture Village and Burger King. It is our intention to continue to enhance the entrepreneurial skills of

the teams and further develop commercialisation of the services over the next year. The promotion of the Business Advice and Support Partnership, a partnership network involving Slough, Hampshire, Kent and East Sussex County Councils will help to achieve enhanced opportunities to develop commercial success by sharing capacity and infrastructure whilst offering much needed resilience and capacity.

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

6 **Comments of Other Committees**

This report has not been considered by any other committees. The Food Safety Service Plan will be referred to Council for approval on 24th September 2020

7 **Conclusion**

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

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

The Cabinet is requested to recommend that the Food Safety Service Plan is referred to full Council for approval.

8 **Appendices Attached**

- a. Food Safety & Standards Service Delivery Plan 2020/21

9 **Background Papers**

- 1 Food Standards Agency Code of Practice (March 2017)
<https://www.food.gov.uk/about-us/food-and-feed-codes-of-practice>
- 2 Primary Authority Statutory Guidance. Regulatory Delivery, Oct 2017
<https://www.gov.uk/government/publications/primary-authority-statutory-guidance>
- '4' The Consumer Protection & Business Compliance Enforcement Policy
<http://www.slough.gov.uk/council/strategies-plans-and-policies/regulatory-and-enforcement-services-enforcement-policy.aspx>

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Food Safety & Food Standards

Service Delivery Plan 2020/21



The Food and Safety Team, sit's within Regulatory Services, which is an outward facing service group made up of:

- **Food & Safety**
- **Primary Authority**
- **Trading Standards**
- **Licensing**
- **Community Safety**
- **CCTV & Careline**
- **Community Safety**
- **Registration Services**
- **Cemetery and Crematory**

Our aim is to deliver a wide range of effective and responsive public protection services for our residents, businesses and visitors.

About our service:

We are responsible assessing compliance with food safety and food standards legislation at all food businesses within Slough. This role is shared between the Food & Safety Team and the Trading Standards Team. The teams are also responsible for:

- Health & Safety enforcement
- Infectious disease control
- Consumer protection
- Animal health
- Imported food and products control
- Primary Authority Partnerships
- Smoke Free enforcement



We provide a responsive service that aims to achieve a balance between enforcement and advice; taking a minimum tolerance approach on issues of serious concern, in line with our enforcement policy, whilst supporting compliant businesses.

We work closely with businesses and key stakeholders like the Food Standards Agency, Public Health England and other partners within the Council such as Public Health, Resilience and Enforcement team, Licensing, Building Control & Planning

We have the equivalent of 3.5 officers dealing with food hygiene and 1 dealing with food standards issues. We have just created a new post for a full time EHO, which will increase capacity in the food team, to 4.5 FTE working on official food controls.

The purpose of this plan is to inform you about how we are achieving our aims and of work we are doing, in conjunction with our partners and agencies, to enhance public health and well-being. We do this by:

- Completing risk based interventions, focusing on the highest risk businesses and the poorest performers
- Using a range of interventions to support business in Slough whilst protecting customers to increase the % of Broadly Compliant food businesses.
- Promoting well performing businesses through the **Food Hygiene Rating Scheme (FHRS)** and also identifying those businesses which seek an economic advantage from non-compliance and thus put Slough residents and visitors at risk
- Food quality and composition sampling
- Investigating food complaints
- Acting as '**Primary Authority**' for large businesses and manufacturers both inside Slough and nationwide, which involves formal liaison with other local authorities, giving advice and support to the business in the Primary Authority partnership. Primary Authority is a cost recovered charged service.
- Investigating food poisoning outbreaks and infectious diseases; taking action to prevent infection and spread
- Inspecting imported food, food products and the verification of imported organic food arriving via Heathrow airport
- Training food handlers to a level 2 qualification in Food Safety in Catering
- Wide range of promotional activities

This plan will be reviewed annually which provides the opportunity to record our achievements and identify those key issues that still need to be addressed. We welcome your views, comments and suggestions on how it could be improved. Please forward your views to:

Levine Whitham – Food and Safety Manager

Tel: 01753 477901 or e-mail: levine.whitham@slough.gov.uk

or

Andrew Clooney, Group Manager – Consumer Protection

Tel: 01753 875988 or e-mail: andrew.clooney@slough.gov.uk



Our Vision

The focus of work within the Food and Safety service is to ensure that the Council is able to fulfil its statutory obligations under the relevant legislation, whilst protecting wider public health and wellbeing and supporting businesses.

We care deeply about the work we do for our town and its residents, visitors and businesses; all the people we are **accountable** to. We are **ambitious** in our plans for the borough, **innovative** in our thinking and actions; all the time listening and **responsive** to those who need us, **empowering** and supporting everyone to reach their goals. All the work we do is geared towards Slough's specific community and business needs, based on local intelligence and our work with partners.

We are one team. We are Slough Borough Council

The Council's 5 Year Plan and the Joint Wellbeing Strategy set out a vision for Slough, for the people, the place, the prosperity and the town, and the things that need to be done to make this a reality. Our work underpins the 5 Year Plan objectives.

The Action Plan at the rear of this service delivery plan shows, in detail, how we are going to achieve this. It demonstrates the golden thread and shows how the Team's work links with the 5 year plan to achieve the council's wider outcomes. The Action Plan should be read in conjunction with our Enforcement Policy.

The Enforcement Policy reaffirms our commitment to carry out our duties in an open, fair and consistent manner, with a graduated approach to enforcement, based on risk. Assessment of risk and the likelihood of reoccurrence are major factors in our enforcement decisions.

We recognise that most people want to comply with the law; therefore, we want to support and enable them to meet their legal obligations without unnecessary expense.

Firm action, however will be taken, including prosecution, where appropriate. The service plan sets out the actions we are taking to enhance and improve health, safety and wellbeing in Slough.

Our service plan is ambitious and aspirational. Its important to note the comments made in the resourcing section below, in particular, the level of resource needed to meet the plans objections and that available are not equal. Ultimately we do not have the resources available to complete all aspirations within the plan. This is also mirrored in the Health and Safety Service Plan. It is likely that some of the planned work will be re-prioritised throughout the year, particularly if unforeseen demands on the service arise such as serious investigations and work to support the fight against Coronavirus.

Coronavirus

The worldwide pandemic from coronavirus which hit the UK in March 2020, created unrepresented pressure on the service, and authority as a whole. All resources were redeployed to work on preventing the spread of disease, and implementation of The Health Protection (Coronavirus Restrictions)(England) Regulations 2020. The requirement to work from home, shield, and inability to deliver some service areas created additional pressures, whilst the demands on the service from implementation of new procedures, systems of work and increased coronavirus related complaints, increased by 200%.

The additional challenges presented by the Coronavirus pandemic will almost certainly have an impact on the Team's ability to fulfil the Service Plan targets for this year. Programmed Official Feed and Food Controls were suspended for over 3 months, creating a backlog of work. We have a duty under The Health & Safety at Work Act to ensure premises are safe, and that includes from the risk of covid infection. This coupled with new a approach to all future interventions makes planning for the future challenging, and as a result we are unable to predict at the time of writing this plan, what impact that will have on our overall service delivery. However it is likely to be significant.

How we performed last year:

The Food Safety Service can be divided into key activities listed below:

- Primary Authority Scheme and our Commercial offer
- High Risk Food Premises Inspections and Interventions
- Food Alerts and Incidents
- Food Complaints & Enquires
- Imported Food Control
- Food Poisoning and Infectious Disease Investigations
- Training and Promotions
- Sampling
- Food Standards

- Enforcement Action
- Striving for Excellence & resourcing

Primary Authority Scheme



Primary Authority (PA) Partnerships comprises a legally binding contract between the Authority and a business to provide ongoing specialist advice on specific areas of regulation applicable to that business, such as fair trading, product labelling, product safety, food safety and health & safety.

Our specialist officers are able to provide companies which trade across council boundaries robust and reliable advice, through the creation of these legally recognised partnerships. The scheme also provides a safety net to ensure that local authorities are consistent in the way they regulate businesses.

Cost recovery is an essential element of the contracts and is applied to Primary Authority partnerships with an hourly charge for any work undertaken; in 2019/20 our income was £82,000 (jointly with the trading standards team). This cost recovery enables the Council to support businesses in Slough and increase the availability of specialist officers who are funded from PA at no extra cost to the Council. Last year the food & safety team had over 640 hours of advice interactions with our PA companies; a high proportion of this was advice and support requests from our partners.

As a Primary Authority we have had communication with many other Council's to ensure that inspection and enforcement action reflects the advice we have already given, and is proportionate. We continue to work with the businesses to produce national inspection plans, and give guidelines to other councils to avoid unnecessary checks and tests.

We are also a partner in Business Advice and Support Partnership (BAASP). BAASP is a partnership agreement with Kent County Council, Hampshire County Council and East Sussex County Council to increase our capacity to provide and share specialist knowledge and Primary Authority advice in the following areas:

- Trading Standards
- Food & Safety
- Health & Safety
- Fire Safety
- Licensing



This partnership has been recognised by the OPS&S as a strategic Primary Authority provider.

The number of businesses joining and leaving Primary Authority Partnerships with the Council remains changeable; however the demand on PA has remained relatively constant over the past year. As a service we currently maintain 41 partnerships.

More information on Primary Authority Partnerships can be found on the website <https://primary-authority.beis.gov.uk/about>. Businesses that would like to join the scheme can email primary.authority@slough.gov.uk

Our Commercial offer

We are always looking at ways of supporting businesses at no cost to Council or residents and offer a range of Business Support packages for local businesses. Any income generated also supports income targets.

We offer businesses bespoke advice packages either on start-up or before a planned intervention which are charged at cost price, to enable businesses to get advice on what they specifically need to do to improve their compliance with legal requirements and additionally to improve their Food Hygiene Rating. Last year we supported 6 local businesses which made an income of £1,120, this is a significant reduction on last year, where we supported 24 businesses and generated an income of £5,115. This could be because we were at capacity last year, focusing on other income streams and statutory functions.

We also delivered a project to support local food businesses in the town centre to improve their FHRs, which creates some income and is detailed below under Town Centre Project.

We also provide a service to issuing export health certificates to companies wishing to export food product out of the UK. This is a discretionary service, and last year we issued 192 export health certificates, and made an income of approx. £20k. It's important to note that this income comes from 2 local companies, which if relocated, would have a knock on effect on our income targets.

Through a range of services, last year we generated a total income of £24k.

High Risk Food Premises Inspections and Interventions

Slough Borough Council is a Competent Authority and is responsible for ensuring that Official Food Controls are undertaken. We aim to undertake all of the interventions required by the FSA's Food Law Code of Practice (FLCoP) (which is a Statutory Code of Practice), this includes 100% of all due food hygiene interventions. However, where there is a gap between the resources available to deliver these interventions and the demands on the service then our priority will be to complete interventions to food businesses which present the highest risk. In order to maximise the effective use of resources we will take advantage of Alternative Enforcement Strategies (AES) for low risk category E premises and other flexibilities in the code such as alternating between official interventions and non official controls to medium risk category D premises.

The intervention figures for 2019/20 show that we completed 98% of due inspections to our high and medium risk premises ('A', 'B', 'C' & 'D' rated premises). We inspected all of the non-broadly compliant premises that were due for interventions at the beginning of the year. In total, approximately 97% of all interventions due at the beginning of the year were undertaken (including low risk & those overdue from previous years). As with previous years our focus continued to be on premises which present the highest potential risk to the public. We had plans in place to complete 100% of all interventions due this year however the COVID-19 pandemic and the ensuing lockdown meant that we were unable to complete the last few interventions.

Changes in staffing has meant that the number of permanent FTEs working in the team has reduced slightly this year- this has placed additional demands on other operational members of the team. During the year we have used the services of two temporary contractors to assist the team. They focussed on medium risk food hygiene inspections which contributed to our overall achievement.

At the beginning of 2019/20 the proportion of premises in the Borough which were broadly compliant with food safety legislation was 82% and at the end of 2019/20 this was 87.6%. This significant improvement is encouraging, it is in part a reflection of improved standards across the borough and also a reduction in the number of businesses that are currently unrated. However, in a proportion of business we continue to find a lack of progress between interventions, this impacts on our confidence in the business' ability to manage food safety which in turn affects their overall risk rating. We will continue to use a range of advice and enforcement tools, including social media messaging, to seek improvements in the number of businesses that are broadly compliant.

Officers participate in local and national consistency exercises to ensure that we are applying the risk assessment scoring in the code accurately.

We assess new businesses on registration and send free start up advice to all businesses. However, we prioritise higher risk businesses for visits.

There are currently 876 registered food premises within the borough, ranging from large manufacturing premises to small corner shops. This number is fairly static from last year. We continue to monitor new businesses in Slough, are in regular dialogue with the Town Centre Manager and support the Town Team.

Food Service Delivery Plan 2020/21

This table shows the number of interventions required and carried out at each category of premises.

Risk Rating	Frequency of intervention	Number of interventions due at beginning of 2019/20	Number of interventions outstanding at the end of 2019/20.	Total number of interventions** carried out in 2019/20
Premise Rating - A	6 months	6	1	5
Premise Rating - B	12 months	69	0	115
Premise Rating - C	18 months	141	1	158
Premise Rating - D	24 months	166	6	174
Premise Rating - E	Alternative Intervention	77	5	48
Premise Rating – Unrated at Apr 17	Awaiting initial inspection.	19	8*	140
TOTAL		478+	21	640

* All of the unrated premises have been assessed on registration and have been given advice on food safety as part of our initial screening assessment. All but one (low risk business) have opened within the year.

**Interventions include inspections, revisits, complaint and sampling visits and self assessment questionnaires completed.

+This figure does not include the 139 new businesses that opened during the year.

The table below shows our current premises profile and interventions due for 2020/21 – this includes all interventions that were outstanding at the end of 2019/20.

Risk Rating	Frequency of intervention	Number of food premises	Number of interventions due in 2020/21
<i>Premise Rating – A</i>	<i>6 months</i>	<i>1</i>	<i>2</i>
<i>Premise Rating – B</i>	<i>12 months</i>	<i>60</i>	<i>61</i>
<i>Premise Rating – C</i>	<i>18 months</i>	<i>209</i>	<i>109</i>
<i>Premise Rating – D</i>	<i>24 months</i>	<i>343</i>	<i>146</i>

<i>Premise Rating – E</i>	<i>Alternative Intervention</i>	239	18
<i>Premise Rating – Unrated at Apr 20</i>	<i>Awaiting initial inspection.</i>	13	13
<i>Outside programme</i>	N/A	11	0
TOTAL		876	349

Coronavirus related business closures and other restrictions have lead to a suspension of almost all Official Food Controls until the middle of July 2020. We are awaiting further guidance from the Food Standards Agency on how they expect us to deal with the back log of official controls that will have built up during that time and also how we might have to deliver official food controls going forward. This is an emerging situation and we are responding to guidance as it is published.

Food Hygiene Rating Scheme

FOOD HYGIENE RATING

We participate in the National Food Hygiene Rating Scheme, the Food Hygiene Rating of businesses within the Borough are published on the national website. The scheme helps consumers to choose where to eat out or buy their food by giving them information about the hygiene standards in food businesses. There is also evidence that participation in the scheme encourages businesses to improve standards.

There are 6 levels of rating- zero to five. Assessments for a Food Hygiene Rating are carried out during routine food hygiene inspections when inspecting officers look at:

- How hygienically food is handled- including preparation, storage and temperature control.
- The condition of the structure of the building- including cleanliness, layout, facilities and maintenance.
- How the business manages and records what it does to make the food that it sells safe.

At the end of 2019/20 the number of food business with published ratings in Slough was:-

Rating	Number of businesses
0	2
1	45
2	33
3	102
4	145
5	396
Awaiting Inspection	13
Total	736

As indicated earlier our broadly compliant percentage has gone up in the past year- this has a knock on effect on the proportion of our premises that are rated 3-5 (generally satisfactory or better). Working to improve standards in our 0-2 rated premises will contribute to our target of increasing our percentage of broadly compliant businesses in the Borough.

We received 15 requests for Food Hygiene Rating Rescore visits during the year, we charge a fee of £210 for these. We also had three appeals against a Food Hygiene

Rating, this was reviewed in line with our internal procedures and in each case the original rating was confirmed.

On two occasions this year we have 'tweeted' a list of businesses who have been given Ratings of 5 or 0 to promote the scheme and encourage businesses to improve their standards. All food hygiene inspection results are published at <http://ratings.food.gov.uk/authority-search/slough>. This data is refreshed at least once a month.

Town Centre Project

Last year the team undertook a project to support food businesses within the Town Centre to improve their FHRs, subsidised by the Council as a Town Centre priority to improve the image of the town and the offer on the high street.

16 businesses were selected to form part of the project, the majority of which had a FHR of 1 – major improvement is necessary. Over the duration of the project, 2 of the 16 businesses closed and re-opened with a different FBO. These businesses then fell out of scope. An additional business failed to engage and another was not trading during the period when support visits were available. **12 businesses remained in scope and wished to participate.** All of the eligible 12 businesses received support visits approximately 1 month prior to their due food hygiene inspection. This timing was purposely planned, as it was hoped that advice given by officers would be fresh in the Food Business Operators' mind, along with sufficient time to implement their agreed action plan. Food hygiene inspections were then undertaken and assessment of standards made to determine the new FHR score.

In total **9 businesses achieved an improvement in their FHR score.** However, 1 business was subject to a Hygiene Improvement Notice to address significant non-compliance issues. Of the 12 premises that were included in the project 75% improved their FHR score, 50% are now considered to be 'broadly compliant' with a FHR 3 or above with 2 (16.6%) of the businesses achieving a score of 4 and another 2 (16.6%) gaining the top FHR 5.

Whilst improvements were achieved in the most of the 12 businesses who participated, for the remaining businesses, barriers such as willingness and desire to improve are most likely. This is also supported by the perceived lack of care regarding the FHR score from some customers. The Food and Safety Team will continue to support food business within the town centre in 2020/21

Food Alerts and Incidents

All Food alerts and incidents are dealt with in line with the Food Standards Agency's (FSA) Code of Practice and protocols, based upon risk.

During 2019/20 we were notified by the FSA of 60 Food Alerts for Information and product withdrawals, we check all notifications for potential impacts and carry out further enquiries on local distribution where information suggests it is needed. This year one locally based manufacturer instigated a recall of some of their product on food safety grounds. The team worked with the business to understand the circumstances that had lead up to the incident and to ensure that the recall guidance was properly implemented.

Food Complaints & Enquires

We dealt with **393** complaints and enquiries from or about food businesses in Slough during 2019/20. This would appear to be a significant reduction in the number of service requests received but in fact overall the demand for our services has actually increased since last year, it is just that we have been contacted for different issues as reflected on elsewhere in the service plan. A range of enquiries were responded to. In particular:

- **96** reporting concerns about food businesses/poor food handling practices.
- **33** notifications of Imported Food
- **131** requests for new business start up advice
- **22** complaints about food (including contamination with foreign bodies and mould).
- **46** complaints of food poisoning and suspected illness
- **10** requests for information about food hygiene training

We follow a procedure in relation to complaints and aim to keep the customer informed of our progress and outcome. The reasons for investigating food complaints include;

- Providing a service to the public;
- Resolving problems that may pose a risk to public health;
- Providing information to the food business operators help them improve their standards;
- Comply with our statutory requirements
- Prevent similar complaints from happening again.

The continued levels of service requests indicate that demand for the service remains high. Based on data from previous years it is likely that demand will slightly increase through the coming year.

Imported Food Control

We check and either authorise or reject consignments of imported food notified to us as entering the borough from outside the EU. We also check, and either authorise or reject all consignments of organic produce entering the Borough. In addition, we

also carryout selected checks on imported food found inland, within food premises, such as corner shops and supermarkets, to ensure it has been imported correctly and does not pose a health risk.

On a daily basis we check many consignments of imported food that have entered the EU via Heathrow. We undertake detailed documentary checks on consignments of imported food based on risk and intelligence. **This year we undertook documentary checks on 42 consignments of food, of which 6 were Product of animal origin.** Some consignments contain many different food items; each individual item must be checked for composition and restrictions. Advice is given to the importer or agent on how to correctly import the consignment and of any controls that may exist for a given food type. If the food has been imported illegally this will be subject to detention and destruction/re-exportation depending on the circumstances. This may result in visits to physically check the consignment at the custom bonded warehouse.

We have in place an onward transmission arrangement with Port health Authorities at Hillingdon Council at Heathrow, Doncaster Port Health and Uttlesford Council whereby consignments are temporarily held at a logistics business in Slough borough while the necessary checks, (for example sampling for pesticides) is undertaken on high risk products that are not of animal origin. The consignments are then either released or further detained and destroyed following the results of testing.

Some of the food checked include:

- Beans and Peas from Kenya (failed pesticide testing)
- Illegal import of milk from Sri Lanka
- Honey and fishery products from Tongo
- Butter Ghee from Kuwait
- Illegally imported animal trophy – giraffe bone
- Crayfish from Nigeria

Of the food checked, 6 consignments of illegal Product of Animal Origin (POAO) were detained and notified to HMRC, 4 of which were food and 2 were non food, such as horn, and 2 consignments of illegal Non-Products of Animal Origin was detained and destroyed.

Food Poisoning and Infectious Disease Investigations

Last year, the Food and Safety Team were notified of 243 infectious diseases and food poisoning related illnesses. This figure shows a **14% decrease** in reported infectious diseases from the previous year.

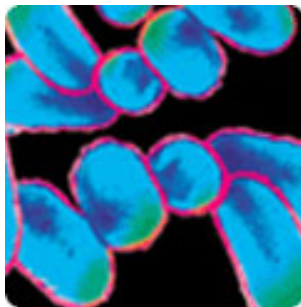


Public Health
England

Many of the infectious diseases reported to us require investigation and some require the completion of a food history. We co-ordinate investigations with Thames Valley Public Health England (TVPHE) on the basis of a regionally agreed protocol, and sometimes visit and inspect implicated food premises.

The most common food poisoning reported in Slough is **Campylobacter** which made up 47% of the reported illnesses; this corresponds with national trends, as campylobacter is the most common type of food poisoning in the UK.

Some food poisoning related illnesses affect more than one person; in these cases the possibility of an outbreak is considered and, depending on the circumstances, the team may be required to assist Public Health England with their investigation.



This year we have been involved in the following investigations linked to outbreaks of infectious disease:-

We were asked to undertake some additional follow up in relation to a national outbreak of salmonella, a suspected case lived in the Slough area.

Towards the end of the year the incidence of COVID 19 in the UK started to rise as the pandemic spread. The team has been working with the Director of Public Health, other agencies and local businesses to advise and help them prepare for the impact of the various restrictions that have been introduced since the pandemic was declared.

Training and Promotions

We operate an accredited food hygiene training course on a quarterly basis which is open to all members of the public. This is an important service, and ensures all food handlers can attend essential food hygiene training, resulting in better educated and trained personnel, preparing safer food for consumers. In addition, registered tutors from the Team also provide food hygiene training for individual businesses on request, often during school holidays and at weekends.

We continue to use Highfield as the awarding body, who are regulated by Ofqual. The course we provide is a regulated qualification that complies with the Regulated Qualifications Framework (RQF).



Approved HABC Centre

The Level 2 Food Safety in Catering continues to be a valued and sought after qualification for many individuals and businesses, although we have seen demand over the past year dwindle due to a number of factors including Covid-19. Larger organisations including local schools and children's centres continued to book a small number of our bespoke courses which provided them a dedicated course for several of their own staff, often in their own venues. However individual bookings from small food business operators for our public courses has reduced significantly resulting in only 2 of the proposed 4 training courses actually running. The popularity of cheaper (but often inferior) on-line training courses could be a factor, but in a year where Brexit, a General Election and Covid-19 dominated, a number of provisional bookings were cancelled due businesses concentrating on other priorities.

Continuation of our traditional face to face training courses over the coming year is expected to be low as social distancing measures brought in as a result of the Covid-19 pandemic continue. A return to delivering courses will very much depend on how social distancing measures are eased and whether demand for this approach returns. In the meanwhile we will be exploring offering remote forms of training to ensure that food businesses who need staff hygiene training can access accredited training courses and quality training materials.

Fees for food hygiene courses have not increased this year in order to stay competitive with the rest of the market & to make them as affordable and accessible as possible to both individuals and businesses.

The team has over the last year:

- Run **7** courses (down from 9 the previous year)
- Trained **74** candidates (down from 89 the previous year and 136 in the year 2017-18)
- Had an average pass rate of **95.9 %** (which is a slight dip from 96.6% the previous year, but maintains our pass rate at above 95% for the third year running).

Food hygiene training remains an important factor in improving the food safety standards within Slough, as better trained and educated food handlers will ultimately contribute to a reduction in food poisoning cases. It is therefore our intention to explore diversifying into easily accessible remote forms of learning to ensure that food sold within Slough to residents and to people passing through the borough and using its facilities continues to be as safe as possible.

Sampling

The team took 72 microbiological samples last year (consisting of swabs, food samples and water samples), which was a minor decrease of 5 samples on the previous years sampling activity.

Our emphasis this year fell very much to participation in regional sampling surveys which included:

- Microbiological quality of plastic containers used to store food in takeaway premises;
- Prepared salads and garnishes
- Ice cream and ice cream scoop water

The study looking at the microbiological quality of plastic containers used to store food in takeaway premises was a continuation of last years Berkshire wide initiative. A total of 14 samples, comprising of swab tests were taken in 4 premises (comprising 3 high street takeaways and 1 retail store handling raw & cooked meat). Repeating last years findings, there was a high proportion of unsatisfactory results (6 out of 14 or 42.8%) all of which were due to elevated levels of Enterobacteriaceae. The results reflected poor practices such as the continual re-use of plastic containers (that were perhaps only ever designed for single use, such as mayonnaise & ice cream cartons); poor cleaning & disinfection methods; the use of containers that are not intended for food contact (such as general use storage boxes) and the poor quality of some of the containers that were visually damaged.

The salad and garnish samples, which were taken from the same 3 takeaway shop premises, comprised of food samples of ready to eat prepared salad items or garnishes. But unlike the swabs from the plastic containers, all 9 samples returned satisfactory results



Lastly, we contributed 14 samples to a regional study looking at the microbiological quality of ice cream and ice cream scoop water, from 3 premises in Slough. All 5 scooped ice cream samples returned satisfactory results, as did the 3 ice cream scoop water samples, showing them to be of good microbiological quality and in line with the standards set for food and water of this nature. Les so, the whippy style ice cream samples had 2 out of 3 samples classed as “borderline” due to slightly elevated levels of Enterobacteriaceae and all 3 swab samples taken from the handles of the ice cream scoops were unsatisfactory due to high levels of the same indicator organism, possibly demonstrating a lack of effective or regular cleaning to these hand contact surfaces.

We also focussed our sampling activity at localised issues, which this year included:

- Concerns over unsafe food product or processes
- Investigation of possible illness due to food consumption
- Poor premises
- Local manufacturers

Our reactive sampling was carried out in response to 2 incidents that arose during the year to help inform the investigations. The first was an issue with an unprocessed ingredient used in the manufacture of ready to eat food, over which we noted concerns during a food hygiene inspection. Using the sample results showing that 2 out of 4 samples taken were unsatisfactory for *Escherichia coli*, we were able to work with the food business to modify their production process, to make it safe.

In the second case, following a report of suspected foodborne illness, we took a total of 18 foods and 1 cleaning cloth sample on two different dates from a catering premises. After the first set of informal samples provided a number of unsatisfactory results (2 out of 7) a further 11 samples were taken formally a couple of days later. These too showed very poor results for 2 food items in particular and were indicative of serious food hygiene failings at the business. Whilst improvements at the business have now been secured, legal proceedings are being considered for the food safety failures at the time of the investigation.

Of our 2 manufacturing premises sampled, all 13 samples taken of finished products produced satisfactory results.

In all cases of unsatisfactory samples, letters were sent to each of the implicated businesses on how to improve hygiene and cleaning & these will be followed up during the next visit/interventions.

Unlike previous years we did not participate in two national surveys as the nature of these studies meant that they were not applicable to the types of food businesses in Slough. Whilst we did collect some samples of flour from food businesses for participation in a third national study this activity was not completed before the Covid-19 lockdown took effect. It is anticipated however that this can easily recommence and be completed once we are in a position to be able to resume sampling activities again.

Food Standards

Trading standards successfully completed 100 per cent of their high risk routine food standards inspections in 2019/20, in addition to other food standards enforcement visits.

A total of 201 food standards visits were carried out last year. Which resulted in the following Interventions:

- 35 Written Warnings issued
- 69 Compliant on First Visit
- 57 Non-compliant on first visit
- 20 Compliant on Contact
- 5 Non-compliant on contact

We also undertook further work on giving advice on food labelling to new food businesses; providing detailed food standards advice to the relevant Primary Authority partners, and taking part in the following food sampling and food related projects:

We received 95 complaints / enquiries in relation to food standards

We undertook 5 standards samples in relation to undeclared allergens. All samples passed and businesses have been informed.

A separate Trading Standards 2020/21 service plan has been produced which includes Food Standards, which is available via www.slough.gov.uk/business/trading-standards/the-trading-standards-service.aspx

Enforcement Action

Our primary function is to achieve regulatory compliance in order to protect the public, legitimate businesses, consumers, workers and the general public of Slough. However we reserve the right to take enforcement action where necessary and use a comprehensive set of measures in our enforcement approach. We actively work with businesses and other stakeholders to achieve our shared goals. Any enforcement action by us will be graduated, proportionate and in accordance with the council's enforcement policy.

A full copy of the policy can be found on our website:

www.slough.gov.uk/council/strategies-plans-and-policies/regulatory-and-enforcement-services-enforcement-policy.aspx

The following enforcement action was taken by the Food team in 2019/20

Hygiene Emergency Prohibition Notices	1
Hygiene Improvement notices	35
Written warnings/Letters sent	456
Prosecutions completed	1
Simple Caution	0
Seizure and Destruction of Food (excluding imported food)	0
Detention of Food (excluding imported food)	0
Voluntary Closure	0

Striving for Excellence and Resourcing

Providing excellent customer services is important to us. We will always:



- Be polite, friendly and offer a helpful service
- Take the time to listen and explain things
- Provide accurate information and advice, in a clear and straightforward way
- Deal with enquiries immediately, but if this is not possible, tell you who we have passed your enquiry to and their contact details
- Keep you informed of progress and the outcome of our investigations
- Treat you fairly and with respect

Customer Pledge

We aim to provide every customer with a quality service and will seek feedback from you to help further improve the quality of the services we provide. A manager will contact you personally if you are unhappy with the service received.

In addition, we have introduced the following standards against which we will monitor the responsiveness of our service, namely:

Service Standard	Target / Response Times
Respond to customer complaints and enquiries	Within 5 working days
Provide a full response	Within 10 working days

Customer Feedback and Quality Assurance

We aim to use feedback questionnaires following each intervention. Last year the amount of feedback we received was low, as with previous years. This is a combination of officers failing to hand out the feedback questionnaire, and a poor response from the business. we also intend undertake interventions electronically, incorporating a feedback option for businesses to complete at the time of the inspection.

We aim to undertake formal monthly quality assurance monitoring on the whole range of our service delivery. Our QA procedures assess the work of our officers to ensure that it meets the high standard expected by the service. The amount of quality assurance undertaken last year was lower than previous years due to

increased demands on the service and competing priorities. However other informal quality assurance monitoring was undertaken during officer monthly assessments.

Members of the team represent the Authority in a number of regional bodies with the aim of sharing good practice, including the National Food Hygiene Focus Group, Berkshire and Oxfordshire Food and Health & Safety Liaison Group, The Regional Sampling Group, CIEH food experts advisory panel and the Berkshire Infectious Disease group.

Resourcing

The Full Time Equivalent (FTE) staff allocated to food safety & standards work is **4.74 FTE**. This includes the food and safety manager (0.2 FTE) and a Business Support Officer (0.5 FTE). 1 FTE officer is also allocated to Trading Standards work (included in this figure)

The cost of the service during 2020/21 to meet the Food Standards Agency (FSA) Food Law Code of Practice obligations will be approximately **£350,000**, for both Food Safety and Food Standards. A breakdown of the resources committed to Food Safety and Standards work is contained in Appendix A.

There is an estimated shortfall of 2.5 FTE, based on the FTE required to complete all of the FSA guidance obligations, and that currently allocated to food work.

We have created a new full time EHO post within the food and safety team, which will help offset this demand, however this post is currently vacant. We will aimed to make efficiencies and create income to offset this shortfall, however due to Coronavirus, this will not be achieved. To complete all of the obligations within this plan is ambitious. Ultimately priority will be based on risk and outcome, and work may be re-prioritised as needs change. Some low risk inspections and aspirational health and safety projects will not be undertaken. Premises deemed as low risk will be managed so their risk is reviewed regularly, and should their risk rating increase, the premises will immediately be subject to interventions. Where possible we will make use of flexibilities within the guidance and other smarter, agile and mobile working initiatives, all of which are detailed in the Action Plan attached as **appendix A**. In addition, the delivery of official feed and food controls delivery is under review, which will have a significant effect on the delivery of this service.

The FSA are aware that the expectations on local authorities outweigh what can be delivered, and a national review on the delivery of food safety regulation is under review, namely 'Assessing Business Compliance' (ABC), formally called Regulating our Future'. We will continue to undertake quality inspections, not quantity.

Areas for development

We are always striving to move the service forward. In order to achieve this, we set targets to identify areas for development during the coming year;

- Continuing to develop and expand income generating streams
- Increasing the number of businesses within Slough achieving a 3, 4 and 5 score in the FHRS (broadly compliant % figure)
- Reviewing and updating the information we have on the CIVICA data base about local food businesses including childminders.
- Updating our general procedures
- Improving our customer feedback

Staff Development

On going development of the work force is paramount to ensure a comprehensive service is provided to the customer, whilst maintaining continuous improvement and providing value for money.

The Food Standards Agency requires that the Council maintains the competency of its officers and also that we have officers with sufficient skills to maintain the breadth of competency needed for Slough specifically. The town's close location to Heathrow airport places additional training requirements upon the team in relation to complex Imported Food legislation.

Variation from service plan

Departures from this service will be exceptional, capable of justification and be fully considered by the Group Manager for Consumer Protection, Andrew Clooney, before varying action is taken. Reasons for any departure will be fully documented. **The action plan for 2020/201, which outlines planned work for the year in Appendix B.**

APPENDIX A

Resource Requirements for Food Service Delivery 2020/21 calculations

EHO = Environmental Health Officer

TSO = Trading Standards officer

Service Provision	Expected output	FTE required	Resource
Food Hygiene Interventions to all premises due	Cat A 11 Cat B 60 Cat C 109 Cat D 146 Cat E 18 Unrated 12 Total due 356	2.23	S/EHO
Primary Food Standards Inspections	High Risk (A) 10 Medium Risk (B) 46* Low Risk (C) 7* Unrated 25* * These numbers have been reduced to what was originally planned due to the Covid pandemic.	1.0	EHO/TSO
Imported Food Control	Difficult to estimate demand	0.1	EHO/TSO
Complaints & Service Requests	800 This number is higher than previous years, taking into account the increase in H&S/Covid complaints in Q1 2020/21	1.0	EHO/TSO
Sampling	100	0.12	EHO/TSO
Primary Authority Food Related Work	Difficult to estimate demand	1.0	EHO
Enforcement Action – emergency procedures, case files, simple cautions & prosecutions	May vary	0.50	EHO/TSO
Food Hygiene Training	Undertaken in officers own time	0.0	EHO/TSO
QA and updating of procedures		0.2	Manager/ Team Leader
Day to day management of service delivery		0.5	Manager
Administration		0.75	Business Support Officer
Total (including admin & management of service)		7.4	

FOOD SAFETY & STANDARDS ACTION PLAN 2020/21

Directorate: Adults and Communities	Service Manager: Levine Whitham
Division: Regulatory Services	Budget: £350,000 (including Food Standards)
Team: Food and Safety Team, and Trading Standards Team	Number of staff employed: 5.18 FTE Dealing with Food Safety and Hygiene, and Standards (including Food & Safety Manager 0.2 and Business Support Officer 0.75)
<p>Service Objectives:</p> <p>We have strong links to the Councils 5 Year Plan, which is indicated against each service activity below. The work of the Food Safety & Standards teams is essential in securing safe foundations from which the council can deliver its plan. Without the basics, such as safe places to eat and protection against disease and food related illness, it would be impossible to build a safe, healthy and vibrant place to live, work or visit. We are the prerequisite for a fit and resilient Borough.</p> <p>Protecting public health via Food Safety; Income generation via the Primary Authority Scheme and Commercialisation; and Supporting local businesses in Slough.</p> <p>Provide a value for money food safety service within the Food & Safety and Trading Standards Teams with excellent customer focus and well motivated competent staff to deliver our statutory obligations and the specific needs and priorities of Slough.</p> <p>The timely delivery of specific work plans, evidence based initiatives and joint working with partners both within and beyond the Council to improving the quality of life in Slough and protect customers whilst supporting business growth and developments within the Town Centre.</p>	

Service Activity	Priority & 5 YP Outcome & Statutory Requirement	Targets	Key Actions	Anticipated Outcomes	Responsible Officer	Time Scale & Measures
Primary Authority (PA) & Compliance Support	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p> <p>Income generation</p>	<p>Maintain income targets</p> <p>Develop existing PA's and explore new PA opportunities, creating income in line with projected target.</p> <p>Support the Business Advice and Support Partnership (BAASP) and its strategic objectives.</p>	<p>Designated officers to work closely with PA businesses to:</p> <p>Develop partnerships with PA clients</p> <p>Provide specific advice in relation to management systems & procedures and controls adopted by the company nationally</p> <p>Issue 'formal PA advice' where procedures and controls are deemed suitable and compliant</p> <p>Handle referrals from other local authorities and central government bodies on behalf of that business</p> <p>Develop and publicise Inspection Plans</p> <p>Issue of advice and guidance to other Enforcement Authorities on the companies activities</p> <p>Maintain an accurate record of any advice and guidance</p> <p>Hold meetings with partner businesses on a regular timetable of mutual agreement, along with annual action plans where mutually agreeable.</p> <p>Respond to request within in line with Customer Charter and Pledge, or as agreed with the PA.</p>	<p>Generate income</p> <p>Improved standards, efficiencies and compliance within PA's, with less enforcement action taken by Enforcement Authorities (EA).</p> <p>Reduced, efficient and effective regulation by other EA nation wide, via the provision of PA support which has a national impact.</p> <p>Reduced regulatory burden on PA businesses.</p>	<p>Food & Safety Manager</p> <p>Trading Standards Manager</p> <p>All Food Safety & Trading Standards Officers</p>	<p>March 2021</p> <p>Monthly Reports on hours and income generation</p> <p>Quarterly Reviews</p> <p>Yearly overview of individual company Action Plans</p> <p>Number of PA's in Portfolio</p> <p>Virtual PA management team</p>
Income Generation and Commercialisation	<p>3. Slough will be an attractive place where</p>	<p>Maintain income target</p>	<p>Provide free signposting to comprehensive self help support and guidance to new business start ups and existing SME's in Slough.</p>	<p>Generate income</p> <p>Improved standards,</p>	<p>Food & Safety Manager</p>	<p>March 2021</p>

	<p>people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p> <p>Income generation & effective use of resources</p>	<p>Develop commercialisation opportunities to generate income, in line with projected income target.</p> <p>Support the Business Advice and Support Partnership (BAASP) and its strategic objectives.</p>	<p>Grow and promote our offer of chargeable business support options for all types of businesses, both inside and outside Slough, including, but no limited to:</p> <ul style="list-style-type: none"> • Primary Authority • Tailored business advice • Assessment of labelling/brochures/website • Pre-start up advice • Pre-Inspection support visits • Regulatory Health Check • Training & Talks • Training needs assessment • Analysis of statutory defence • Review of policy & procedures • Audit of systems • Support in achieving 5 FHRS • Supply of SFBB material • Buy with Confidence • Assured Trader Schemes • Funded projects from regional or national groups (TSSE/NTS) <p>Generate income from charging for Food Hygiene Rating Scheme re-score visits and SFBB packs.</p> <p>Sent quarterly emails to all businesses due for inspection within the forthcoming quarter reminding them of their due food hygiene inspection date, and current FHRS, whilst offering a chargeable pre-inspection visit.</p> <p>Provide easy to access payment services, including telephone and online payments.</p> <p>Promote and advertise services, including working with</p>	<p>efficiencies and compliance within businesses.</p> <p>Reduced the amount of regulation required by the council via business paying for support and improving standards before statutory inspections are undertaken.</p> <p>Developed skilled workforce, with a range of business support abilities.</p>	<p>Trading Standards Manager</p> <p>All Food Safety & Trading Standards Officers</p>	<p>Monthly Reports on hours and income generation</p> <p>Number of businesses given chargeable business support.</p> <p>Number of businesses achieving 5 FHRS.</p> <p>Time spent on regulation, and number of planning inspections achieved.</p> <p>Number of hits on our website.</p> <p>Number of press released and publicity campaigns</p>
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			<p>other council departments, leaflets, press releases, and information on website.</p> <p>Benchmark where possible with other local authorities who have embarked on commercial enterprises to highlight best practice.</p>			
<p>Interventions with food premises in Slough</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p> <p>Statutory Requirement</p> <p>Income generation & effective use of resources</p>	<p>100% of due food interventions, including approved premises in line with FSA CoP</p> <p>All approvals to be issued within time limits as defines in FSA CoP</p> <p>Assess compliance with allergen information to consumers and safe handling of allergens during food interventions</p> <p>Deal with complaints and service requests in line with Customer Service Charter and Pledge</p> <p>Explore focused interventions and sector specific</p>	<p>Allocation of interventions based on risk priority.</p> <p>Make full use of Alternative Enforcement Strategies (AES) to applicable businesses in line with FSA CoP, including newsletter, SAQ's, targeted advice and other relevant advice.</p> <p>Stagger interventions & AES to support the service in achieving statutory requirements in FSA CoP.</p> <p>Share intel and concerns regarding allergens with trading standards, and take action to ensure compliance and consumer safety where necessary.</p> <p>Secure improvements where there are evident concerns, taking enforcement action where compliance is poor; in line with the council's Enforcement Policy and business growth agenda.</p> <p>Recover costs for service of Hygiene Emergency prohibition Notices.</p> <p>Provide free signposting to comprehensive self help support and guidance to new business start ups and existing SME's in Slough.</p> <p>Offer chargeable business support options as detailed above.</p>	<p>Safer food businesses in Slough & increase in % of broadly compliant premises</p> <p>Reduced incidence of food poisoning</p> <p>Increase in proportion of premises achieving 3, 4 & 5 in the Food Hygiene Rating Scheme (FHRS)</p> <p>Consumers have greater information on local business hygiene standards, so they can make informed choices on where to eat and purchase food</p> <p>Number of concerns raised and intel shared</p> <p>Number of businesses taking up chargeable business support</p>	<p>Food & Safety Manager</p> <p>Food Safety Team Leader</p> <p>All Food Safety Officers</p> <p>TS/NET/Licensing acting as 'eyes and ears'</p> <p>Support material from the FSA</p>	<p>Ongoing until March 2021</p> <p>Monthly and Quarterly review</p>

		<p>projects on high risk premises or where local intelligence suggests necessary</p> <p>Ensure all new food business registrations are risk assessed & inspected in line with risk and FSA CoP</p> <p>Offer business support options as detailed above.</p> <p>Where possible undertake joint food hygiene and standards visits to make efficiencies and reduce burden on business.</p>	<p>Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements.</p> <p>Publicise non compliant businesses who put public health at risk by tweeting 0 FHRS</p> <p>Publicise and award those businesses that do well, but tweeting 5 FHRS</p> <p><i>Added Value:</i></p> <ul style="list-style-type: none"> - <i>Use professional curiosity when visiting premises to identify concerns and share intelligence with relevant bodies</i> - <i>Raise aware of CSE and safeguarding when visiting premises, by handing out leaflets and information</i> <ul style="list-style-type: none"> - <i>Assessing compliance with Smoke Free requirements</i> - <i>Identify H&S matters of concern and take appropriate action where necessary</i> - <i>Assess pest activity and waste issues external to food premises and share intel with NET team</i> 	<p>Number of joint food hygiene & standards visits undertaken</p>		
<p>Reactive Investigations, response to intelligence from other areas of work, Food Complaints & response to</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will</p>	<p>Respond to 100% of service request within 5 days and in line with customer charter.</p> <p>100% of investigations</p>	<p>Investigate service requests and where issues are identified use a full range of enforcement options to ensure compliance and safety.</p> <p>Take a minimum tolerance approach to serious incidents, whilst managing customer expectations in line with Customer Charter.</p>	<p>Safer food businesses in Slough.</p> <p>Reduced incidence of food poisoning</p> <p>Consumers feel able to eat out and purchase</p>	<p>All officers</p>	<p>Ongoing until March 2021</p> <p>Assess during 1:1 meetings and Case Reviews</p>

<p>service requests</p>	<p>attract, retain and grow businesses and investment to provide opportunities for our residents</p> <p>Statutory Requirement</p>	<p>proceeding to formal action to be reviewed by Team Leader/Manager at monthly 121's</p>	<p>Promptly close service requests which are not serious or present health risks, managing customer expectation from the beginning. Where appropriate signpost customers to self help resources.</p> <p>Work in line with Enforcement policy, prosecution template and internal procedures. Outcome from QA - in line with procedures</p> <p>Full range of enforcement options used, as appropriate in line with the enforcement policy</p> <p>Explore alternative enforcement opportunities on a case by case basis.</p> <p><i>Added value:</i></p> <ul style="list-style-type: none"> - <i>Work to support % increase in BC businesses</i> 	<p>food safely in businesses within Slough</p> <p>All complaints and service requests dealt with in line with Customer Service Charter and Pledge</p>		<p>Number of businesses and customers provided with regulatory support</p>
<p>Food Hygiene Rating Scheme</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p>	<p>Continue to implement FHRS in Slough food businesses in line with FSA Brand Standard</p> <p>Increase in premises achieving 2, 3, 4 and 5 score in the FHRS</p> <p>Improved customer awareness of the Scheme, and better informed choices when eating out</p>	<p>Risk based interventions focusing on 0 & 1 FHRS scoring premises, to increase scores and hygiene standards, and their business potential</p> <p>Publicise the scheme monthly via tweeting 0 & 5 FHRS businesses, to increase peer pressure on low performing businesses to achieve higher scores.</p> <p>Publicity campaigns around key dates, such as Valentines and Christmas to raise awareness of FHRS.</p> <p>Provide free guidance to businesses on the scheme and how to achieve 5 FHRS.</p> <p><i>Added value:</i></p> <ul style="list-style-type: none"> - <i>Work to support % increase in BC businesses</i> - <i>Support compliance businesses and target those</i> 	<p>Measurable improvement on risk ratings</p> <p>Consumers have greater information on local business hygiene standards, so they can make informed choices on where to eat and purchase food.</p>	<p>Food Safety Team Leader</p> <p>All Officers to support</p>	<p>March 2021</p> <p>Monthly review</p> <p>Number of publicity actions to raise customer awareness.</p>

			<p><i>seeking financial gain from non-compliance</i></p> <ul style="list-style-type: none"> - <i>Peer pressure to improve ratings and threat of adverse publicity</i> 			
<p>Supporting the Town Centre</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p>	<p>Attend Town Team meetings and walk arounds</p> <p>Project lead on getting a regular market into on the High Street</p> <p>Support businesses within the town in achieve good food hygiene and safety standards.</p>	<p>Project to improve the number of food businesses in the town centre with a good or very good food hygiene rating: Identify poor performing food businesses, including restaurants, take away's and retailers, within the town centre area and offer subsidised support to improve their FHRs (aiming for a 5 FHRs), and in turn attractiveness to customers.</p> <p>Offer a suit of chargeable business support options, along with free signposting aforementioned, to allow business growth.</p>	<p>Improvement in FHRs scores within businesses in the town centre</p> <p>Number of businesses participating in the project</p>	<p>Food Safety Team Leader</p> <p>All Officers to support</p>	<p>March 2021</p>
<p>Level 2 Food Hygiene Training Programme</p>	<p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p> <p>Income generation &</p>	<p>Offer food hygiene courses, minimum of 4 courses a year, to members of the public both inside and outside Slough.</p> <p>Offer courses to other service uses, such as the Councils Training & Development Team,</p>	<p>Develop a publicity campaign to advertise course, and where appropriate discounts to attract bookings.</p> <p>Undertake annual internal audit of course procedures to ensure in line with Highfield requirements.</p> <p>Evaluate course feedback and where necessary take appropriate action to ensure course delivery to high standard.</p> <p><i>Added Value:</i></p> <ul style="list-style-type: none"> - <i>self funding training reducing delivery costs to SBC</i> 	<p>Improve food safety knowledge amongst food handlers, in turn improving food safety standards within businesses & increase in % of broadly compliant premises</p> <p>Supports businesses in regulatory compliance, including those with</p>	<p>Sandi Johal</p> <p>Support from all food officers</p> <p>Support material from training provider</p>	<p>March 2021</p> <p>Quarterly review</p> <p>Feedback from candidates</p> <p>Number of candidates taught and pass rates</p>

	effective use of resources	<p>and other private businesses.</p> <p>Maintain procedures required for an accredited training centre</p> <p>Maintain the high standard of course delivery currently achieved.</p> <p>Provide quick and easy payment methods.</p>	- Positive impact on BC %	enforcement notices served.			
Page 43	Imported Food Controls	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p> <p>Statutory</p>	<p>Intelligence and risk lead checks on 100% of imported food notifications.</p> <p>Continue to support and facilitate Onward Transmission (OT) arrangements with clearing agents in Slough, regarding high risk food imported and subject to BIP testing.</p>	<p>Duty officer to monitor and respond to all notifications of imported food on a risk based approach, taking appropriate enforcement action where necessary.</p> <p>Maintain close working arrangements with both MHMRC, Hillingdon, Stanstead and Felixstowe BIP, regarding the sharing of intel, OT's and location of ETSF's.</p> <p>Undertake verification of organic imported food and issue certificates to imported organic food were requested</p> <p>Control of onward Transmission referrals and notifications of Personal Imports</p> <p>Investigations into illegally imported Products of Animal Origin (POAO) and other restricted foods (NPOAO), both at ETSF's and inland.</p>	<p>Safe and complaint food imported into the EU via Slough.</p> <p>Food businesses in Slough, offering safe and complaint imported food.</p>	<p>Food & safety Manager</p> <p>All officers to support</p>	<p>March 2021</p> <p>Quarterly Review</p> <p>Number of imported food consignments checked and notices serviced.</p> <p>Number of inland food investigations undertaken & notices serviced.</p>

	<p>Requirement</p> <p>Income generation & effective use of resources</p>		<p>Work with clearing agents and importers regarding the safe and legal import of non EU foods, including signposting to information and advice on our website and elsewhere.</p> <p>Issue of export certificates to businesses inside and outside Slough, regarding the export of foods outside the EU.</p> <p>Annual review of internal procedures, including keeping abreast of know and emerging issues and rapid changes in import controls.</p> <p><i>Added value:</i></p> <ul style="list-style-type: none"> - <i>Slough community, the rest of the UK and other EU countries are protected against illegal and hazardous imports from third countries</i> 			
<p>Sampling</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>Statutory Requirement</p>	<p>Participating in National and Regional sampling programmes to investigate emerging food concerns, and to ensure food is safe</p> <p>Undertake sampling as part of a suite of interventions to improve food hygiene and food standards and focus on high risk and local needs</p>	<p>Regional sampling to be agreed at Berkshire Food Liaison group.</p> <p>Explore funding avenues from external organisations e.g. Food Standards Agency</p> <p>Undertake appropriate APT (adenosine triphosphate) testing in local businesses on cleaning practices, giving immediate results during interventions and projects to increase awareness of effective cleaning.</p> <p>Timely follow up on 100% of sampling results, including investigation into unsatisfactory results where necessary.</p> <p>Explore joint sampling initiatives with Food Standards Officers where appropriate</p> <p>Undertake imported food sampling where intelligence suggests necessary</p>	<p>Contribute to local and national sampling intelligence, which will support improved both hygiene and food standards levels in Slough and nation wide.</p> <p>Safer food locally and nation wide.</p>	<p>Julie Snelling</p> <p>All officers to support</p>	<p>March 2021</p> <p>Quarterly review</p> <p>Number of samples taken</p>

<p>Infectious Disease Notifications & Control, and Public Health</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>Statutory Requirement</p>	<p>Investigation of Infectious Notifications including suspected food poisoning outbreaks in line with Public Health England (PHE) protocols</p> <p>Support Public Health Initiatives</p>	<p>100% of notified infectious disease cases investigated in line with PHE Protocols. Appropriate action taken where food handlers, or high risk groups are involved, including exclusion from work until clear of infection.</p> <p>Where source can be identified, take appropriate action to prevent reoccurrence, including enforcement.</p> <p>Link in with the Public Health team to support initiatives where possible, including obesity.</p>	<p>Reduced incidents of infectious disease.</p> <p>Increased intelligence on sources of infectious disease, locally and nation wide</p>	<p>Food Safety Team Leader</p> <p>All Officers to support</p>	<p>March 2021</p> <p>Quarterly reviews</p>
<p>Food Standards Inspections and work.</p>	<p>3. Slough will be an attractive place where people choose to live, work and visit</p> <p>5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents</p>	<p>100% of due food standard inspections.</p> <p>Carry out Intel led - Sampling on Takeaway meals for:- traceability, colours, GM oil, meat & fish speciation, and allergens at catering premises. Project to establish which food operators are gathering the appropriate documentation to verify the authenticity of their</p>	<p>Allocation of interventions based on risk priority.</p> <p>Make full use of Alternative Enforcement Strategies (AES) to applicable businesses in line with FSA CoP, including newsletter, SAQ's, targeted advice sessions and other relevant advice.</p> <p>Inspections based on risk;</p> <ul style="list-style-type: none"> - 100% inspection of A, B, C and all other non complaint food businesses - Identified poor performing businesses targeted with appropriate interventions and re-rating the risk <p>To tackle Food Fraud</p> <p>Secure improvements where there are evident concerns, taking enforcement action where compliance is poor; in line with the council's business growth agenda, providing</p>	<p>Safer food businesses in Slough & increase in % of broadly compliant premises</p> <p>Increased awareness among traders of their legal responsibilities in respect of Food Standards.</p> <p>Working alongside our colleagues in Food Safety the aim will be to provide consumers with greater information on food standards and local business hygiene</p>	<p>Trading Standards Manager/ Food Standards Lead Officer</p> <p>Food Safety Team Leader</p> <p>All TS Food Officers</p> <p>FS/NET/ Licensing acting as 'eyes and ears'</p>	<p>Ongoing until March 2021</p> <p>Monthly and Quarterly review</p>

	<p>Statutory Requirement</p>	<p>food products.</p> <p>Calculate amount of traders brought into compliance.</p> <p>Participation in national/regional sampling programmes as directed by TSSE or the Public Analyst. Including Internet sellers within the Borough.</p> <p>To work collaboratively with TSSE to undertake the Food Standards that have been identified as a regional national problem</p> <p>Ensure all new food business registrations are risk assessed & inspected in line with risk and FSA CoP</p> <p>Offer business support options as detailed above.</p>	<p>‘incubation periods’ where suitable.</p> <p>Provide free regulatory advice for new businesses starting up.</p> <p>Alternative interventions to low risk premises, including newsletter, SAQ’s, targeted advice sessions and other relevant advice.</p> <p>Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements.</p> <p>Enhance advice for businesses on SBC web site</p> <p>Involvement in targeted sampling projects for compliance with a wide range of food legislation (e.g. compositional standards, compliant labelling, health nutritional information, additives, allergens, colourings, GM Oil and traceability etc.), with further follow up enforcement as required.</p> <p>Undertake sampling as part of a suite of interventions to improve food standards and food hygiene focus on high risk and local needs and intel lead information.</p> <p>Participating in National and Regional sampling programmes to investigate emerging food concerns, and to ensure food is safe</p> <p>Offer chargeable business support options as detailed above.</p> <p>Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise</p>	<p>standards in order that they can make informed choices on where to eat and purchase food.</p> <p>Working in partnership on local, regional and national basis.</p> <p>Better understanding of compliance levels in take away sector in relation to food standards.</p>	<p>Support material from the FSA</p>	
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			<p>improvements.</p> <p>Enhance advice and signposting for businesses on SBC web site.</p> <p>Focused interventions and sector specific projects on high risk premises or where local intelligence suggests necessary</p> <p><i>Added Value:</i></p> <ul style="list-style-type: none"> - <i>Assessing compliance with all consumer protection legislation</i> - <i>Identify matters which may be relevant to other services</i> 			
<p>Page 47</p> <p>Becoming an enabling authority – providing self help and links to guidance and support</p> <p>Promotion of Food Hygiene issues and involvement in joint projects with other partners</p> <p>Community engagement</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p>	<p>Increasing the number of users accessing the council website for information and self help</p> <p>Increase enquires to the team via foodandsafety@slough.gov.uk</p> <p>Provide free signposting to comprehensive self help support and guidance to new business start ups and existing SME's in Slough.</p>	<p>Publicise and direct users to councils website and dedicated email on all correspondence to businesses.</p> <p>Review and update information on council website on an annual basis, and when new information becomes available, ensuring its user friendly and information easily accessible.</p> <p>Work with the Town centre manager to support local shops</p> <p>Undertake monthly tweets of businesses with 0 & 5 FHRS.</p> <p>Participate in the FSA national food safety week campaign.</p> <p>Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements.</p> <p>Issue releases where necessary, such as product recalls, local enforcement against poor performing premises, local</p>	<p>Reduced demand on service from enquires which can be resolved via self help</p> <p>Improved consumer access and awareness of food hygiene and standards</p> <p>Quicker response times to enquires made to the service via foodandsafety@slough.gov.uk</p>	<p>Food & safety Manager</p> <p>All officers to support</p>	<p>March 2021</p> <p>Quarterly review of information on website</p> <p>Number of website hits</p> <p>Feedback from website users</p>

		<p>Increase awareness of food hygiene issues via local press and the Council's website</p> <p>Promote channel shift via all communications with stakeholders, to the trading standards dedicated council website, whilst being sensitive to the needs of 'at risk' persons and isolated stakeholders. All press releases and forms to direct readers to website. Aim is to reduce avoidable contact whilst promoting existing digital options.</p>	<p>food hygiene award winners.</p> <p>Other initiatives undertaken, including sector specific initiatives, joint projects and visits with licensing and TS</p> <p>Explore social media to profile work of the service and to reach food businesses, such as Facebook & use Whatsapp to ease burden on businesses when sharing information</p> <p>Explore opportunities to engage with the community, such as campaigns at focused groups, schools, and libraries;</p> <p>Monitor website hits and advice requests received, for decide in requests, and increase in website hits.</p> <p><i>Added Value:</i></p> <ul style="list-style-type: none"> - <i>Improve awareness and compliance of food safety and standards issues</i> - <i>Supports Income generation</i> 			
Safeguarding & intelligence sharing	<p>1. Slough Children will grow up to be happy, healthy and successful</p> <p>3. Slough will be</p>	<p>All officers to use their professional curiosity when making face to face contact with service users, and refer concerns in a timely</p>	<p>Use the 'Concern Card', and assess effectiveness of this avenue to rapid reporting</p> <p>All staff to undertaken SBC online training for safeguarding adults and children on a annual basis</p> <p>Safeguarding to be on the agenda and discussed at team</p>	<p>Improve the safety of children and vulnerable people in Slough.</p> <p>Improved life's of people in Slough</p>	<p>Food & Safety Manager</p> <p>All officers to support</p>	<p>March 2021</p> <p>Monthly review and feedback to Head of Service in CP&BC</p>

	an attractive place where people choose to live, work and stay	<p>manner, 100% of the time.</p> <p>Ensure all staff are trained in safeguarding and following the SBC safeguarding principles.</p> <p>Continue to share intel and concerns with other partners such as TVH, HMRC, Immigration & RBFRS</p>	<p>meetings, 121's, and appraisals.</p> <p>All officers to be vigilant and aware of safeguarding issues when making any face to face service user contact, and follow the corporate safeguarding principles if any concerns are raised.</p> <p>Holistic approach to all operations which involve potential victims with safeguarding issues.</p>			monthly meetings
EU Exit Preparedness	3. Slough will be an attractive place to live, work and stay	<p>Ensure all contingency has been put in place to ensure all trading standards staff can perform their duties effectively on Day 1 leave.</p> <p>Ensure all authorisations and delegations are in place to entitle trading standards staff to ensure they are authorised, in accordance with the councils, constitution to carry out all</p>	<p>To maintain presence on her majesty's government Local Authorities Border Delivery Steering group to prepare for EU Exit.</p> <p>Maintain active participation of all council contingency plans in relation to Brexit preparedness.</p> <p>To ensure trading standards relevant news in relation to residents and business is profiled through council communications.</p> <p>Ensure we liaise with all necessary partner agencies and regulators to ensure we can support and help business and residents in lead up to, and in the aftermath of EU exit.</p> <p>Be mindful of opportunities EU Exit will bring in terms of profile for the council and the trading standards service and be an exemplar of change and support by maintaining a high profile locally, regionally and nationally.</p>	<p>Ensures a holistic approach to EU Exit issues and bring with it resilience and capacity and expertise to deal with scenarios which involve Trading Standards and our liaison with business and consumers alike.</p> <p>A positive effect on business function and competitiveness, especially for SME's in the lead up to EU Exit where many may be confused with the wealth and mosaic of</p>	<p>Consumer Protection Group Manager</p> <p>Trading Standards Manager/Food Safety Manager</p>	Ongoing

		legislative duties.		information available. Use available resources to communicate any trading standards messages effectively and to target audience.		
Looking Ahead		Horizon scanning; providing a forward thinking service and fulfilling statutory obligations	<p>Managing the effects of Coronavirus, including the delivery of new requirements (such as a local outbreak management plan) and implementation of coronavirus regulations.</p> <p>Keep abreast of developments from the Food Standards Agency on the future of the Delivery of Official Food Controls and align our service provision accordingly.</p> <p>Identification and registration (where appropriate) of primary producers of food (as identified in FSA National Enforcement Priorities).</p> <p>Continue to participate in the Food Standards Agency's Assessing Business Compliance (ABC) work. Keep abreast of the future of the Delivery of Official Controls in light of the ABC and Brexit agendas and align our services accordingly.</p> <p>Building links with other teams within the Council to ensure that changes in business ownership and nature are identified and acted upon in a timely fashion.</p>		Food & Safety Manager, Food team Leader and Enforcement Team Leader	Ongoing

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14 September 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 1 2020/21**1. Purpose of Report**

To provide Cabinet with the latest performance information for the 2020/21 financial year as measured by:

- The corporate balanced scorecard indicators during 2020/21.
- An update on the progress of the 26 projects on the portfolio, which are graded according to project magnitude as gold (10), silver (7) or bronze (9).
- 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 progress against 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 outcome areas thereby enabling evidence-based decision-making on future plans.

SJWS Priorities:

1. *Starting Well*
2. *Integration (relating to Health & Social Care)*
3. *Strong, healthy and attractive neighbourhoods*
4. *Workplace health*

This performance report documents progress against the Five-Year Plan, which is an holistic plan that aims to address the needs identified in the Joint Strategic Needs Assessment.

(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 of proposed action.

(b) Risk Management

Risk	Mitigating action	Opportunities
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 1 report to Cabinet reporting on the 2020/21 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 1 of the financial year 2020/21.

6. Comments of Other Committees

None. The report will be reviewed at Overview and Scrutiny on 10 September 2020.

7. Conclusion

Balanced Scorecard

- 7.1. Performance has not been RAG-rated against targets for the first quarter of the 2020/21 financial year. This decision was taken because the Covid-19 outbreak meant that any forecasting of activity or targets undertaken during the period March-July 2020 would have been subject to significant uncertainty. Activity forecasts and year-end targets will be developed for the second quarter report, and will be informed by modelling of the impact that the outbreak has had on service delivery and performance against five-year plan outcomes.
- 7.2. As a result, this report documents the actual position for each indicator of the balanced scorecard and comments on the trend. In relation to overall trend, performance has improved for 45% (10) of the 22 KPIs, remained the same for 9% (2) and declined for 45% (10).
- 7.3. All trends should be considered in light of the emerging picture of the impact of Covid-19 on service delivery and outcomes. Modelling of the impact is being undertaken as part of Recovery planning.
- 7.4. Key changes this quarter:
 - During Q1, no child became subject to a Child Protection Plan for the second or subsequent time within two years. Looking at this over the last 12 months this involves 9 children out of 351 (2.6%). When compared (in 2019-20 Q4) with LAs within the South East (2.4%) including statistical neighbours (4%) Slough is not an outlier.
 - The number of adults managing their care and support via a direct payment increased from 597 in Q4 to 610 in Q1. This is primarily an increase in the number of carers accessing direct payments.
 - The number of Houses in Multiple Occupation (HMOs) licences shows a steady increase from the previous quarter, from 142 to 177 properties. Over 900 properties have been licensed under our selective scheme, with a total of 2,348 applications across the schemes.
 - The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) improved from 6 minutes 13 seconds at the end of Mar-20 to 5 minutes 19 seconds at the end of Jun-20. This remains significantly under the 10 minute target.
 - There has been a 2.7% improvement in the overall recycling rate from 21.9% in Q3 to 24.6% at Q4 (these data have a one quarter lag, therefore the latest data available is from January to March 2020). This is a 4.9% improvement from last year's position of 19.7%. Compared to the previous quarter we saw a reduction in general waste of 6% and an increase in collected dry recyclables of 8% with a continued reduction in contaminated loads amounting to an additional 134

tonnes recycled, which was a 43% reduction over the previous period. Garden waste tonnages didn't increase compared to the previous quarter, with 343 tonnes collected compared to 550 tonnes from the previous quarter; weather and impending lockdown may have played a part.

7.5. Key areas for review this quarter:

- Total crime rates per 1,000 population has increased from 26.7 in Q3 to 26.9 in Q4. In comparison the Most Similar Group (MSG) and national averages reduced by 1.1 and 1.0 respectively. Slough's crime rate remains higher than these comparators.
- The crime rate is based on reported crime to the police, and while we monitor this, we are not in control of it and can only influence partners such as the police and other enforcement agencies. The council 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 homeless households in temporary accommodation since the first quarter of the 2019/20 financial year. However at the end of Q4 there were 359 homeless households which is marginally above the end of year target of 350. Subsequently, since the beginning of the 2020/21 financial year there has been an increase in the number of homeless households in temporary accommodation from 359 in Q4 to 370 in Q1. However, overall we have achieved a considerable level of improvement when compared to the same period last year of 435.
- A reduction in the number of permanent dwellings successfully completed during year from 534 in 2018/19 to 503 in 2019/20. However, there are over 950 homes still under construction as well as new homes that have planning consent yet to start construction on.
- Due to Government restrictions during Covid-19 outbreak, no empty properties were brought back into use in Q1. 15 properties were brought back into use in the previous quarter.
- During Q1 we achieved a business rate collection rate of 26.9% of the expected in-year total, collecting £21.2m. The collection rate is 3.5% below the same time last year. The net collectable debit is much lower at this stage in the year because of the amount of reliefs that have been applied due to Covid-19, nearly £30m in reliefs to date.
- Slough's claimant rate for June of 7.8% comprises of 7,460 people. Since Covid-19 lockdown began we have seen a large increase in the local unemployment rate, rising from 3.0% in March to 5.0% in April and to 7.8% in May. The rate started to plateau in June at 7.8%, however remains above the national and South East of England average.
- By the end of the first quarter we achieved a council tax collection rate of 28.4% of the expected in-year total, collecting £20.7m. The collection rate is 2.2% below the same time last year. The difference is steadily increasing month on month, however we do expect the collection rate to be nearer 29.3% once the

Council Tax Hardship fund is awarded to support residents who are suffering hardship and need assistance. This would be 1.3% below the same period last year.

- Slough remains in the top quartile for local authorities with the lowest amount of waste sent to landfill per annum. However during Q4 the incineration plant closed for 2 weeks for essential, unplanned maintenance works resulting in 500 tonnes of waste being diverted.

Project Portfolio

7.6. Progress continues on all major schemes and projects. Across all projects on the portfolio, 38% were rated overall as Green (10 projects), 38% were rated overall as Amber (10 projects) and 24% were rated overall as Red (6 projects).

7.7. Four projects were completed this quarter:

- Temporary Labour
- Parenting
- Slough Academy
- HQ Relocation

7.8. Key achievements this quarter:

- Central Hotels Project: Approximately 5 weeks ahead of schedule and residential scheme is approximately 8 weeks ahead of schedule.
- Major Highways Projects: Langley Harrow Market Scheme now complete.
- Being Manager Smart: The overall status has changed from Amber to Green - keeping the programme scheduling on track using online delivery instead of classroom based learning.
- SUR Projects: Full Council approved transfer of Stabmonk Park on the 21st May.

7.9. Key issues to be aware of:

- Due to the COVID-19 lockdown there are delays and risks across various projects on the portfolio.
- Grove Academy: Project is currently 8.5 weeks behind programme with new working practices to mitigate against the COVID-19 outbreak limiting progress that can be made against the programme. Contingency planning in case of delays with the opening of the new building for September is underway
- Cemetery Extension: Completion date expected by the end of December and delivery is being monitored in light of COVID-19.
- Major Highways Schemes: Off-street data collection has now been cancelled due to Coronavirus COVID-19 and it is unknown when traffic patterns will be back to normal. Lack of accurate traffic data due to less traffic on the roads is affecting completion of the designs.

Manifesto Pledges

- 7.10. During Q1, progress on the delivery of the Manifesto pledges was impacted by Covid-19 lockdown. As a result no new Manifesto pledges were released for 2021/22. Most of the progress updates against the pledges remained the same as reported at the end of Q4.
- 7.11. There were 43 Manifesto pledges across the key areas from 2019/20.
- 7.12. At the end of Q4, 47% (20 pledges) was reported as delivered, 47% (20 pledges) were rated overall as Green (achieving or on schedule) and 7% (7 pledges) were rated overall as Amber (signifying as working towards). None of the pledges were rated overall as Red.
- 7.13. At the end of Q1, 49% (21 pledges) was reported as delivered, 44% (19 pledges) were rated overall as Green (achieving or on schedule) and 7% (7 pledges) were rated overall as Amber (signifying as working towards). None of the pledges were rated overall as Red.
- 7.14. The following Manifesto pledge was reported as delivered this quarter:

- **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**

The Slough Academy was launched on 26-Nov-18 and has now been in place for over a year.

Our ongoing commitment is to give our residents greater opportunities to access apprenticeships and training, to gain the skills they need to get on, wherever we can.

76% of the apprenticeships provided have been given to Slough residents.

As we continue to roll out more apprenticeships in Slough Borough Council, we will continue to adopt the same approach.

8. Appendices Attached

- ‘A’ - Corporate Performance Report, June 2020
‘B’ - Manifesto Commitments, June 2020

9. Background Papers

Please email programme.managementoffice@slough.gov.uk for a copy of Project Highlight reports for this reporting period.

Slough Borough Council

Appendix A:

Corporate Performance Report

2020-21 – Quarter 1

(April to June 2020)

Strategy and Performance

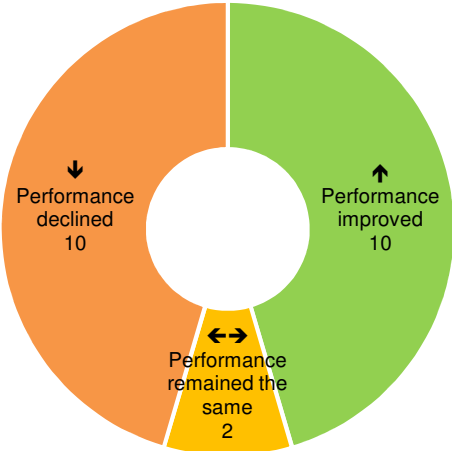
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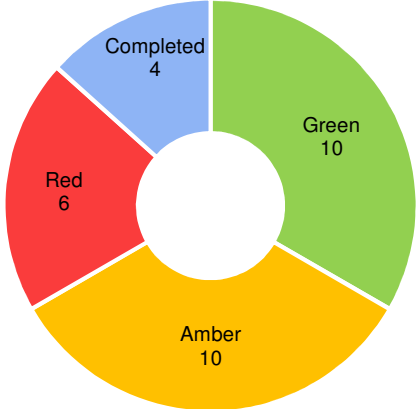
2020/21 Quarter 1: Executive Summary

Performance against target (RAG)

Key Performance Indicators

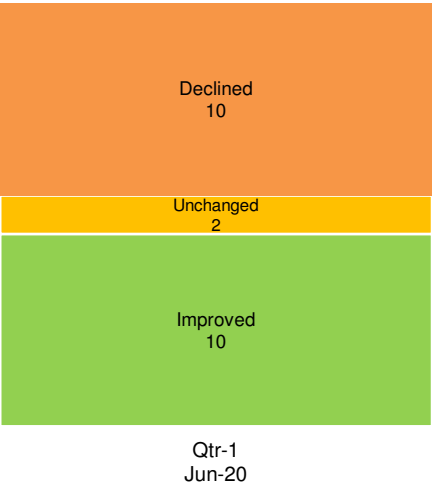


Project Portfolio: Overall Status

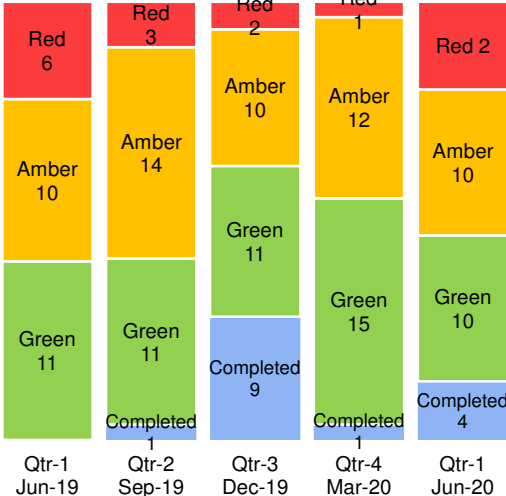


Comparison with previous quarter

Key Performance Indicators



Project Portfolio: Overall Status



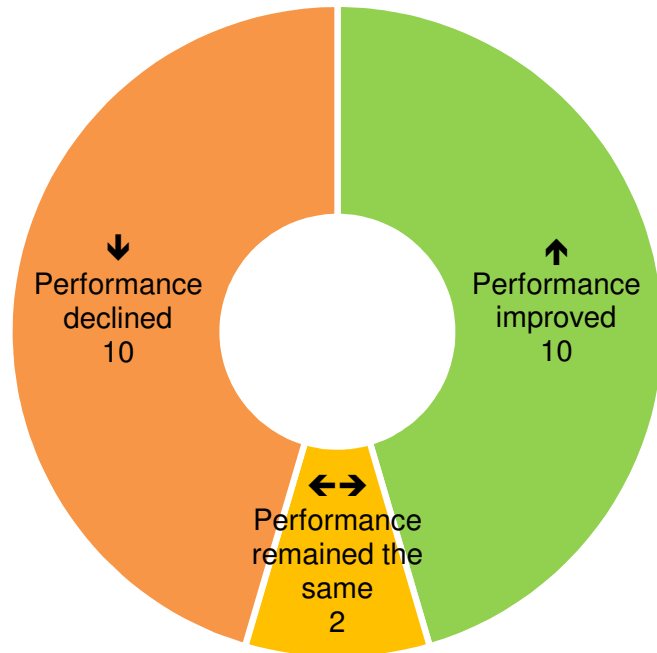
Performance Scorecard

Outcome	Performance Measure	Previous Performance	Direction	Current Performance
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	4.3% (5)	↑	0.0% (0)
	Attainment gap between all children and bottom 20% at Early Years	31.0%	↑	30.1%
	Attainment gap between disadvantaged children and all others at Key Stage 2	16%	↔	16%
	Attainment gap between disadvantaged children and all others at Key Stage 4	34.7%	↑	23.6%
	Percentage of young people not in education, training or employment	3.2%	↓	4.0%
Outcome 2 Our people will be healthier and manage their own care needs	Number of adults receiving a Direct Payment	597	↑	610
	Uptake of targeted NHS health checks	1.1%	↓	0.7%
	Percentage of residents inactive	35.9%	↑	34.4%
Outcome 3 Slough will be an attractive place where people choose to live, work and stay	Average level of street cleanliness	B (2.49)	↔	B (2.48)
	Total crime rate per 1,000 population	26.7	↓	26.9
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	359	↓	370
	Number of permanent dwellings completed during the year	534	↓	503
	Number of mandatory licensed HMOs	142	↑	177
	Number of empty properties brought back into use	15	↓	0
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	30.4% (£33.6m)	↓	26.9% (£21.2m)
	Access to employment: unemployment rate	3.0%	↓	7.8%
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	6 mins 13s	↑	5 mins 19s
Corporate health	Council tax in year collection rate	30.6% (£21.2m)	↓	28.4% (£20.7m)
	Percentage of household waste sent for reuse, recycling or composting	21.9%	↑	24.6%
	Percentage of municipal waste sent to landfill	0.0%	↓	3.8%
	SBC staff survey: percentage of staff proud to work for the council	70%	↑	72%
	SBC staff survey: percentage of staff rate working for the council as either good or excellent	68%	↑	70%

Corporate Balanced Scorecard

The latest position of the Council's key performance indicators at the end of quarter 1 was as follows:

Key Performance Indicators



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Quarter 1 updates are not yet available for the following measure, with the latest available figures from quarter 3:

- Uptake of targeted health checks

Quarter 1 updates are not yet available for the following measures, with the latest available figures from quarter 4:

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

Performance has not been RAG-rated against targets for the first quarter of the 2020/21 financial year. This decision was taken because the Covid-19 outbreak meant that any forecasting of activity or targets undertaken during the period March-July would have been subject to significant uncertainty. Activity forecasts and year-end targets will be developed for the second quarter report, and will be informed by modelling of the impact that the outbreak has had on service delivery and performance against five-year plan outcomes.

As a result, this report documents the actual position for each indicator of the balanced scorecard and comments on the trend. In relation to overall trend, performance has improved for 45% (10) of the 22 KPIs, remained the same for 9% (2) and declined for 45% (10).

All trends should be considered in light of the emerging picture of the impact of Covid-19 on service delivery and outcomes. Modelling of the impact is being undertaken as part of Recovery planning.

Key changes this quarter:

- **Percentage of Child Protection Plans started in year that were repeat plans within 2 years**
During Q1, no child became subject to a Child Protection Plan for the second or subsequent time within two years. Looking at this over the last 12 months this involves 9 children out of 351 (2.6%).

When compared (in 2019-20 Q4) with LAs within the South East (2.4%) including statistical neighbours (4%) Slough is not an outlier.

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

The number of adults managing their care and support via a direct payment increased from 597 in Q4 to 610 in Q1. This is primarily an increase in the number of carers accessing direct payments.

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

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

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

The number of Houses in Multiple Occupation (HMOs) licences shows a steady increase from previous quarter from 142 to 177 properties. Over 900 properties have been licensed under our selective scheme with a total of 2,348 applications across the schemes.

- **Journey times**

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

The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) improved from 6 minutes 13 seconds at the end of Mar-20 to 5 minutes 19 seconds at the end of Jun-20. This remains significantly under the 10 minute target.

- **Percentage of household waste sent for reuse, recycling or composting**

There has been a 2.7% improvement in the overall recycling rate from 21.9% in Q3 to 24.6% at Q4 (these data have a one quarter lag, therefore the latest data available is from January to March 2020). This is a 4.9% improvement from last year's position of 19.7%.

Compared to the previous quarter we saw a reduction in general waste of 6% and an increase in collected dry recyclables of 8% with a continued reduction in contaminated loads amounting to an additional 134 tonnes recycled, which was a 43% reduction over the previous period. Garden waste tonnages didn't increase compared to previous quarter with 343 tonnes collected compared to 550 tonnes from the previous quarter, weather and impending lockdown may have played a part.

Key areas for review this quarter:

- **Total crime rates per 1,000 population: (quarterly)**

There was a 0.2 point increase in Slough's overall crime rate from 26.7 in Q3 to 26.9 in Q4. In comparison the Most Similar Group (MSG) and national averages reduced by 1.1 and 1.0 respectively. Slough's crime rate remains higher than these comparators.

Key initiatives to aid in tackling the crime rate include:

- In partnership with Ealing and Harrow, the council has secured funds for a complex needs worker located within Housing to support victims of domestic violence.
- The Slough Violence Taskforce has received funding from central government to support workstreams and deliverables at a local level. This includes the expansion of CCTV coverage across Salt Hill Park and a campaign providing a counter narrative for young people regarding knife carrying.

- The Choices programme, which supports young people to understand the process of making 'good' choices, equipping them to better manage a range of issues. Over 1,000 sessions of the primary phase have been delivered to 3,280 year 5 and 6 pupils in Slough. The year 7 element of the secondary phase will be piloted..
- The Slough Safer Partnership has continued to fund the specialist Browns Provision, providing intensive support to people suffering with multiple disadvantages. There have been a range of positive results for those engaged with the service, including maintaining accommodation and full-time employment. It is estimated that to date the project has saved the public sector £400,000.

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

There has been a steady reduction in the number of homeless households in temporary accommodation since the first quarter of the 2019/20 financial year however at the end of Q4 there were 359 homeless households which is marginally above the end of year target of 350.

Subsequently, since the beginning of the 2020/21 financial year there has been an increase in the number of homeless households in temporary accommodation from 359 in Q4 to 370 in Q1. However, overall we have achieved a considerable level of improvement when compared to the same period last year of 435.

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

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

The unprecedented challenge which came along with Covid-19 may however disrupt the trends and any future decisions taken in order to prevent homelessness.

- ***Number of permanent dwellings completed in the borough during the year***

A reduction in the number of permanent dwellings successfully completed during year from 534 in 2018/19 to 503 in 2019/20. However, there are over 950 homes still under construction as well as new homes that have planning consent yet to start construction on.

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

Due to Government restrictions during Covid-19 outbreak, no empty properties were brought back into use in Q1. 15 properties were brought back into use in the previous quarter.

- **Business rate income**
Business rate in year collection

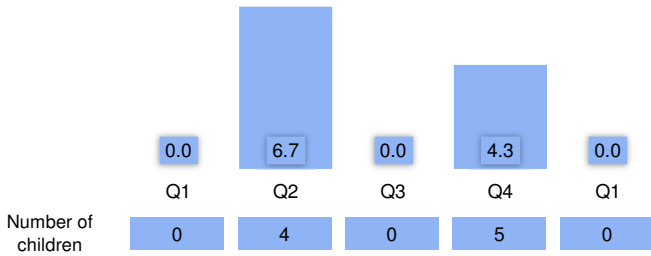
During Q1 we achieved a business rate collection rate of 26.9% of the expected in-year total, collecting £21.2m. The collection rate is 3.5% below the same time last year. The net collectable debit is much lower at this stage in the year because of the amount of relief's that have been applied due to Covid-19, nearly £30m in relief's to date.

- **Access to employment**
Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal Credit
Slough's claimant rate for June of 7.8% comprises of 7,460 people. Since Covid-19 lockdown began we have seen a large increase in the local unemployment rate, rising from 3.0% in March to 5.0% in April and to 7.8% in May. The rate started to plateau in June at 7.8%, however remains above the national and South East of England average.
- **Council tax in year collection**
By the end of the first quarter we achieved a council tax collection rate of 28.4% of the expected in-year total, collecting £20.7m. The collection rate is 2.2% below the same time last year. The difference is steadily increasing month on month, however we do expect the collection rate to be nearer 29.3% once the Council Tax Hardship fund is awarded to support residents who are suffering hardship and need assistance. This would be 1.3% below the same period last year.
- **Percentage of municipal waste sent to landfill**
Slough remains in the top quartile for local authorities with the lowest amount of waste sent to landfill per annum however during Q4 the incineration plant closed for 2 weeks for essential unplanned maintenance works resulting in 500 tonnes of waste being diverted.

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

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

0.0 ↑

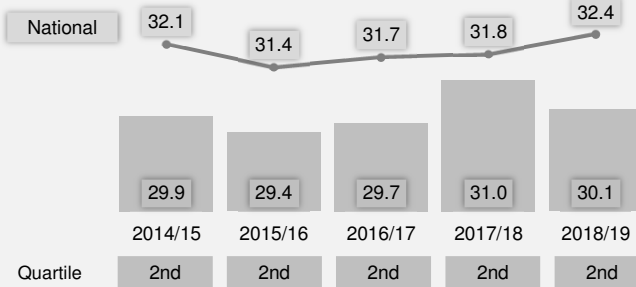


There were 74 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 40 families. No child became subject to a CPP for the second or subsequent time within 2 years. There was 1 child (1.4%) that became subject to a CPP for the second or subsequent time regardless of how long ago that was. This relates to 1 family.

All decisions in relation to children's protection are appropriate. During Q1 16 child became subject to a Child Protection Plan for the second or subsequent time within two years. Looking at this over the last 12 months this involves 9 children out of 351 (2.6%). When compared (in 2019-20 Q4) with LAs within the South East (2.4%) including statistical neighbours (4%) Slough is not an outlier.

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

30.1 ↑



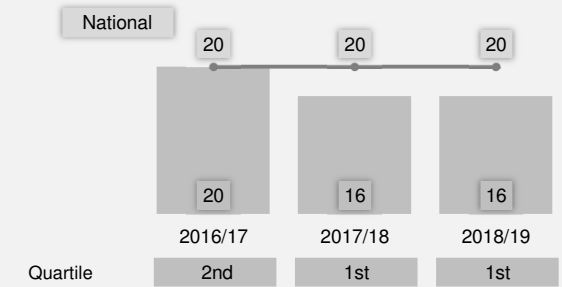
Measured once a year, derived from teacher assessments.

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

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

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

16 ↔



Measured once a year, derived from teacher assessments.

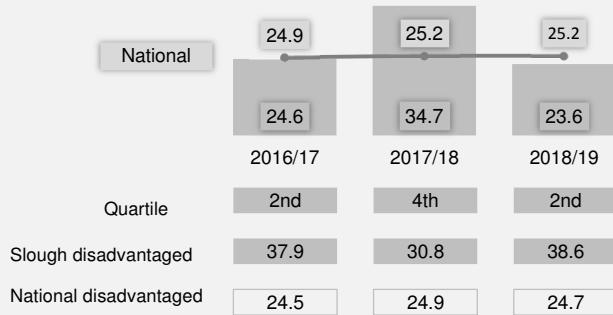
Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

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

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

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

23.6 ↑



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

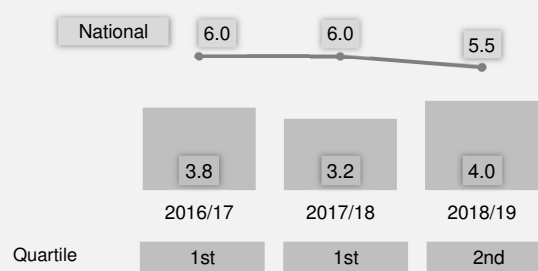
Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

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

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

4.0 ↓

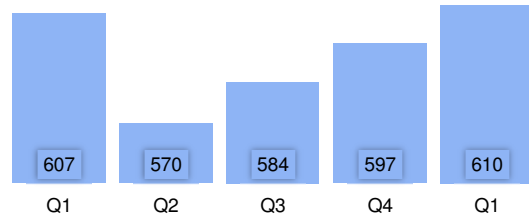


Measured once a year, involving local establishment of school leaver destinations. The next annual update is due at the end of quarter 3 in 2020/21.

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

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

610 ↑



	Q1	Q2	Q3	Q4	Q1
Carers	313	278	273	281	293
Clients	294	292	311	316	317
DP within the year	744	776	829	841	872

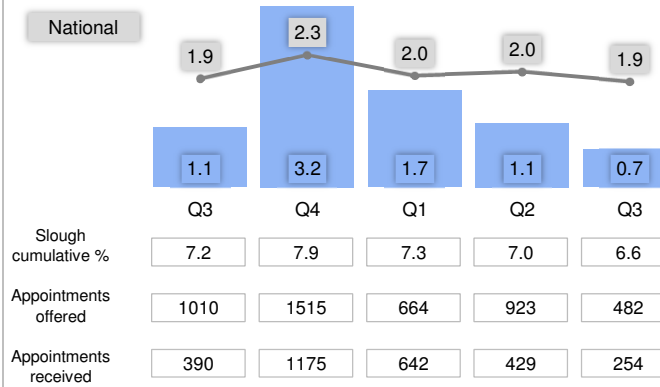
Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support for themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

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

We have seen the total number of direct payments processed throughout the year continuing to increase, alongside the number of clients receiving a direct payment at any one time.

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

0.7 ↓



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

The NHS Health Check appointments received figures are inconsistent with the local monitored data. This might be 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

It is important to note that, due to COVID19, deadline for the return of Q4 data is now postponed to 24 July 2020. Therefore, as part of the Q4 data return, 2019/20 Q1-3 data will be amended once the portal opens for Q4 returns.

3. Number of people inactive
The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week

34.4 ↑



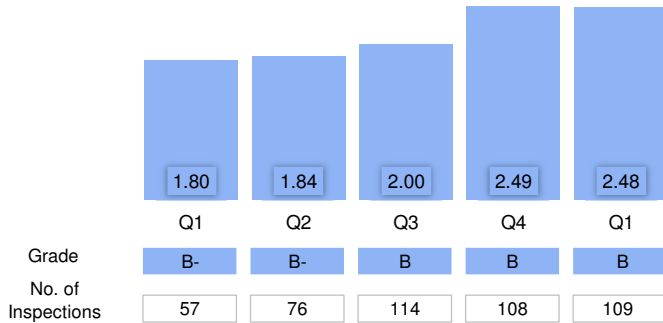
This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England.

The next annual update is due at the end of quarter 4 in 2020/21.

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

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

B (2.48) ↔



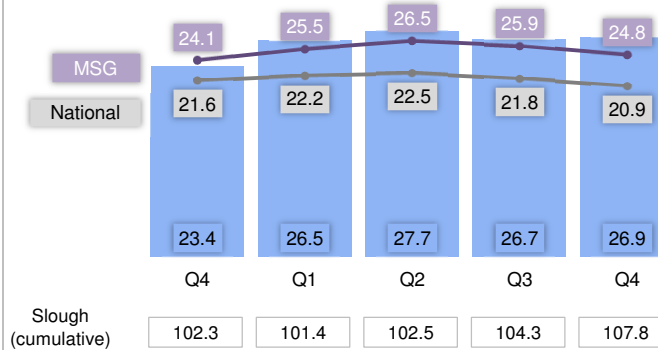
Throughout each quarter, SBC officers conduct inspections of nineteen Gateway sites, awarding a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an Environmental Protection Agency grade for that mean average.

Performance levels have been maintained with a continued focus on supervisors and staff being allocated to prioritise strategic routes and increase the frequency of visits as required. Deployment of the crash cushion vehicle on high speed roads has enabled us to increase the frequency of cleaning on our higher speed roads.

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

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

26.9 ↓



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

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

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

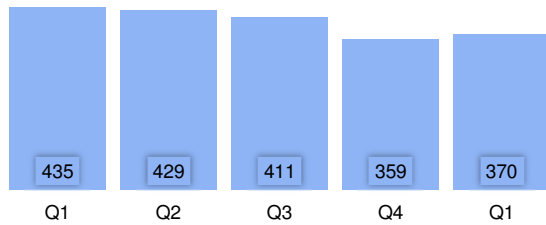
The Choices programme supports young people in understanding the process of making 'good' choices, moving beyond symptoms to tackling causes and equipping young people to better manage a range of issues. Over 1,000 sessions of the primary phase of the programme have been delivered to pupils in Slough,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

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

Outcome 4: Our residents will live in good quality homes

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

370 ↓



Measure is a count of homeless households in temporary accommodation (TA) on final day of each quarter.

Although there has been an increase in Q1 in the number of homeless households in temporary accommodation, we have achieved a considerable level of improvement when compared to the same period last year. This progress is further elaborated below in respect to the housing strategy which aims to resort to private landlord lettings for permanent accommodation offers.

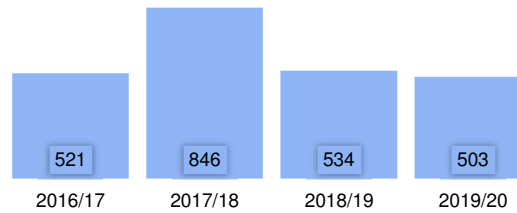
It is important to note that the number of households in temporary accommodation is dependent on the number of homeless approaches, number of households that are placed under the new Homelessness Reduction Act 'Relief' duty, the time it takes for a homeless decision to be made, the number of cases that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

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

The unprecedented challenge which came along with Covid19 may however disrupt the trends and any future decisions taken in order to prevent homelessness.

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

503 ↓

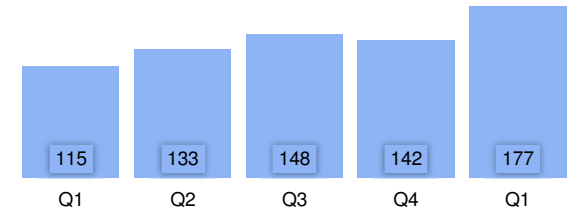


Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

503 permanent dwellings successfully completed during 2019/20. In addition, there are over 950 homes still under construction as well as new homes that have planning consent yet to start construction on. Covid-19 may slow down progress on these which could impact completions over the next few years.

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

177 ↑



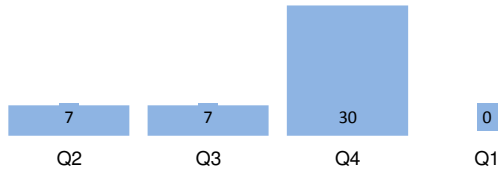
The figure is a snapshot of the situation at the end of the each quarter. Licences expire or are revoked so the figure is always a balance between licences being issued and those being revoked or expiring.

The number of HMO licences shows a steady increase from previous quarter.

It is important to note that over 900 properties have been licensed under our selective scheme with a total of 2,348 applications across the schemes.

4. Number of empty properties brought back into use

0 ↓



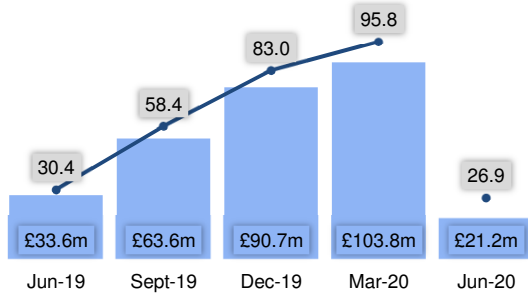
The number of empty properties brought back into use is 0 for Q1 due to the Government restrictions during Covid-19 outbreak.

This measure will be removed for 2020/21 and will be replaced with a new people-centric measure which is currently under review.

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

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

£21.2m
26.9%



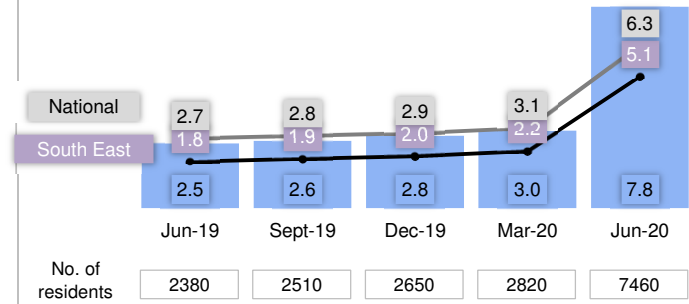
Business rates are collected throughout the year; hence this is a cumulative measure.

By the end of first quarter we achieved a collection rate of 26.9% of the expected in-year total, collecting £21.2m. The collection rate is 3.5% below the same time last year. The net collectable debit is much lower at this stage in the year because of the amount of relief's that have been applied due to Covid-19, nearly £30m in relief's to date.

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

7.8

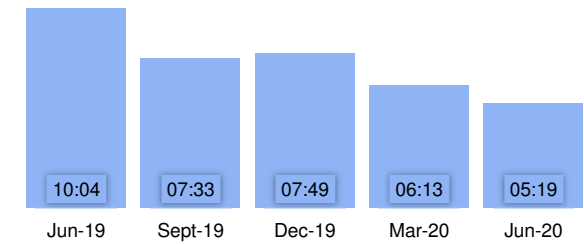


Slough's claimant rate for June of 7.8% comprises of 7,460 people.

Since Covid-19 lockdown began we have seen a large increase in the local unemployment rate, rising from 3.0% in March to 5.0% in April and to 7.8% in May. The rate started to plateau in June at 7.8%, however remains above the national and South East of England average.

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

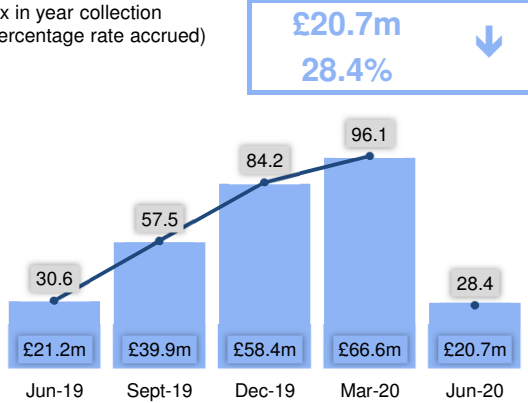
5m 19s



The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Jun-20 during covid-19 lockdown was 5 minutes 19 seconds.

Corporate Health Indicators

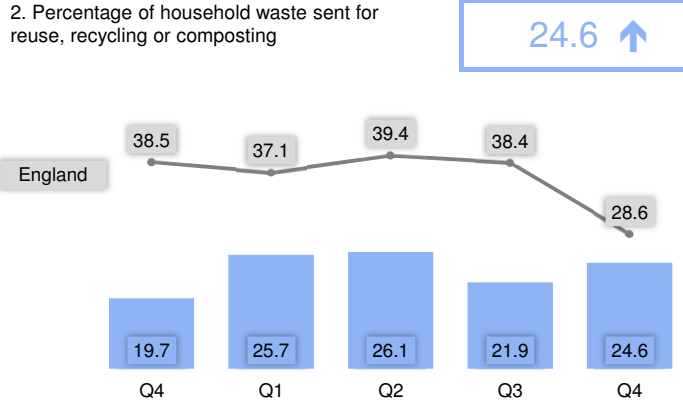
1. Council tax in year collection (amount & percentage rate accrued)



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

By the end of first quarter we achieved a council tax collection rate of 28.4% of the expected in-year total, collecting £20.7m. The collection rate is 2.2% below the same time last year. The difference is steadily increasing month on month, however we do expect the collection rate to be nearer 29.3% which would be 1.3% below the same period last year once the Council Tax Hardship fund is awarded to support residents who are suffering hardship and need assistance.

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

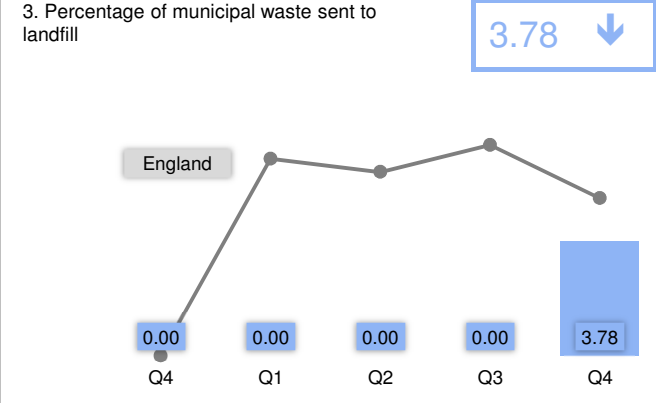


There has been a 2.7% improvement in the overall recycling rate for Q4 at 24.6% and a 4.9% improvement from last year of 19.7%.

Annual outturn of recycling rate is expected to be around 25.5% once verified by Waste Data Flow which will show an increase of approximately 2% over the previous year's number at 23.3%.

Compared to the previous quarter we saw a reduction in general waste of 6% and an increase in collected dry recyclables of 8% with a continued reduction in contaminated loads amounting to an additional 134 tonnes recycled which was a 43% reduction over the previous period. Garden waste tonnages didn't increase as sharply in March compared to previous quarter with 343 tonnes collected compared to 550 tonnes from the previous quarter, weather and impending lockdown may have played a part.

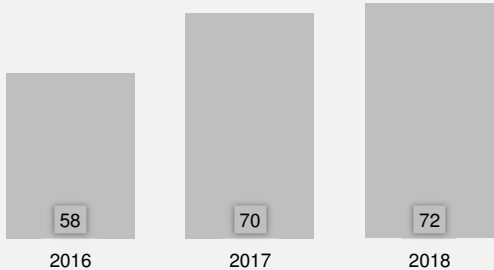
3. Percentage of municipal waste sent to landfill



Slough remains in the top quartile for local authorities with the lowest amount of waste sent to landfill per annum however during the last quarter the incineration plant closed for 2 weeks for essential unplanned maintenance works resulting in 500 tonnes of waste being diverted.

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

72% ↑



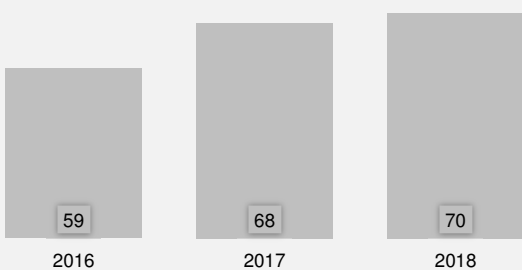
Based on the 2018 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

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

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

70% ↑



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

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

Project Portfolio

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

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

Project Portfolio: Overall Status



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

Across all projects on the portfolio, 38% were rated overall as **Green** (10 projects), 38% were rated overall as **Amber** (10 projects) and 24% were rated overall as **Red** (6 projects).

Four projects closed this quarter:

- Temporary Labour
- Parenting
- Slough Academy
- HQ Relocation

Six projects rated overall as Red were:

- Grove Academy
- Cemetery Extension
- Future Delivery of Children's Services
- Fleet Challenge
- RE:FIT
- Capita One Hosting - Education Modules

At the end of Quarter 1 there were 26 live projects on the portfolio, graded as follows:

	Gold	Silver	Bronze	Total
Qtr-1	10	7	9	26

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 1 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	Red ↓	Green ↑	Red ↔	Red ↔	Project is currently 8.5 weeks behind programme with new working practices to mitigate against the COVID-19 outbreak limiting progress that can be made against the programme. Contingency planning in case of delays with the opening of the new building for September is underway
Slough Urban Renewal	Amber ↓	Green ↔	Amber ↔	Amber ↔	Full Council approved transfer of Stabmonk Park on the 21st May.
Major Highways Schemes	Amber ↔	Green ↔	Amber ↔	Amber ↔	Schemes are being progressed at Elliman Avenue, London Road and Langley interchange, Discussions ongoing regarding the Park & Ride scheme. 3D visualisation of 2 bridge options completed for further consultation of the Quiet Cycle Route & Canal Bridge.
Central Hotels Project	Amber ↓	Green ↔	Amber ↓	Amber ↓	Scheme is approximately 5 weeks ahead of schedule and the Residential scheme is approximately 8 weeks ahead of schedule, with both sites losing 1 week each in this period as a result of the COVID-19 pandemic.
Cemetery Extension	Green ↔	Green ↔	Amber ↔	Green ↔	Completion date expected by the end of December and delivery is being monitored in light of COVID-19.
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 ↔	An updated project plan/roadmap has been developed, showing the steps needed to be taken to transfer the service.
Clean, Safe, Vibrant	Green ↔	Green ↔	Amber ↔	Green ↔	Looking at funding and setting out processes to get the High Street open and functioning again. Some refurbishment works have started at Herschel car park.

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
North West Quadrant	Red ↔	Amber ↔	Green ↔	Amber ↔	Submission of Masterplan to Cabinet in June
Building Compliance	Green ↔	Green ↔	Green ↔	Green ↔	Statutory compliance checks are still being undertaken by contractors with priority based on the level of risk.

Background Papers:

Email programme.managementoffice@slough.gov.uk for a copy of Gold Project Highlight reports for this reporting period.

Key achievements this quarter:

Central Hotels Project: Approximately 5 weeks ahead of schedule and residential scheme is approximately 8 weeks ahead of schedule.

Major Highways Projects: Langley Harrow Market Scheme now complete.

Being Manager Smart: The overall status has changed from Amber to Green - keeping the programme scheduling on track using online delivery instead of classroom based learning.

SUR Projects: Full Council approved transfer of Stabmonk Park on the 21st May.

Key issues to be aware of:

COVID 19: Due to the COVID19 lockdown there are delays and risks across various projects on the portfolio.

Grove Academy: Project is currently 8.5 weeks behind programme with new working practices to mitigate against the COVID-19 outbreak limiting progress that can be made against the programme. Contingency planning in case of delays with the opening of the new building for September is underway

Cemetery Extension: Completion date expected by the end of December and delivery is being monitored in light of COVID-19.

Major Highways Schemes: Off-street data collection has now been cancelled due to Coronavirus COVID-19 and it is unknown when traffic patterns will be back to normal. Lack of accurate traffic data due to less traffic on the roads is affecting completion of the designs.

Performance Indicator Key

Direction of travel

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

↑	↔	↓
Performance improved	Performance remained the same	Performance declined

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

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

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Performance against target

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

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

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

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

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

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

Glossary

Outcome 1

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

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

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

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

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

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

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

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

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

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

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

Outcome 2

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

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

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

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

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

8. Number of people inactive: The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week

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

Outcome 3

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

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

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

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

It is calculated as: $((T + (Tb/2))/Ts)*100$ where:

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

Tb = number of sites graded at B- for each individual element

Ts = total number of sites surveyed for each element

Grades are:

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

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

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

Outcome 4

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

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

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

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

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

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

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

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

Outcome 5

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

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

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

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

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

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

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

Corporate Health

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

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

19. Percentage of municipal waste sent to landfill

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

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

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

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

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

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

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

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Slough Borough Council

Appendix B:

Manifesto Commitments 2020/21

2020/21 – Quarter 1

(April to June 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>Manifesto Pledge has been met.</p> <p>In discussions with Reading Bus to deliver a free electric bus pilot for the Colnbrook area and Langley area. Pilot started on 4th 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	Manifesto Pledge has been met 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	Manifesto Pledge has been met 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	Manifesto Pledge has been met 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	Manifesto Pledge has been met 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	Manifesto Pledge has been met 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 th 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	Manifesto Pledge has been met 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	Manifesto Pledge has been met 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 ↔

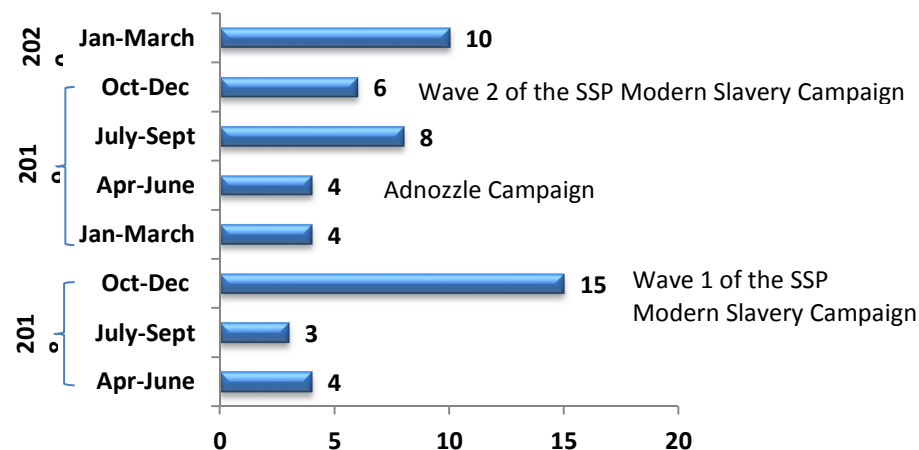
	Manifesto Pledge	Date for delivery	Actions taken	RAG
14	We will start the construction of 120 council and affordable homes, plan the development of over 250 more, and launch a key worker housing scheme	Mar 2020	Manifesto Pledge has been met On 12 development sites, there has been a handover of expected 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	Manifesto Pledge has been met 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	Manifesto Pledge has been met 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>Manifesto Pledge has been met</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 & 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. Covid-19 has prevented further meetings taking place.	<p>GREEN</p> 

	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 have the gold accreditation for Slough Healthy Smiles and healthy snacks policy. The centres are supporting other local EY settings to gain accreditation. 14 EY settings and 2 maintained nursery schools have gained the Slough Healthy Smiles accreditation, with 9 of them achieving gold status, 4 settings have achieved the silver award for healthy snacks policy.</p> <p>The dental practices will continue to work in conjunction with reception classes across the town, continuing to support them with tooth brushing. The EY health improvement officer, funded by Public Health, will continue with the Oxfordshire oral health team to support these primary schools and others 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 virtually during the period of April to July with the focus on healthy eating to support reducing obesity in under 5's across Slough and promote improved oral health. A range of on line training for EY providers will support more targeted work over the next few critical months.</p>	GREEN ↔

21	We will become a disability-friendly town and improve mental health support services, to support more people and help them into sustainable employment	Ongoing	<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 www.EnablingTownSlough.com 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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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: Slough Health Beliefs.</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 & Wellbeing Slough' launched on April 1st 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>	<p>GREEN ↔</p>
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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"> ➤ 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. ➤ An extension to the current CRM solution has been commissioned to ensure continuity of service - in place and fully operational. ➤ 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"> • LMP Decant, • Web site traffic, • UC claimants in Slough, • Top Debtors in Slough – currently being updated to include more services : ASC / Parking • Event management - and bonfire ticket sales • Hubs and ward profiles • Census Data support • Service request insight made through Customer Services ➤ A business case for a customer insight tool that helps to identify households at risk of financial crisis, which will assist our work in moving from reacting to customers queries to working on the root causes of why people need to contact the council has been agreed through the governance boards and is now pending an IT Technical review. 	GREEN ↔

- 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 offer to the residents.

- 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.

- Licensing payments have now been enabled for payment online via Civica – all in preparedness to move to the locality model as well as

			<p>improve access / manage demand and to support the Cashless project.</p> <ul style="list-style-type: none"> ➤ Business case developed relating to Pay point to arrange payments for LWP - Contract being reviewed with corporate finance to confirm contract matters. 	
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 2021	<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>	GREEN ↔
29	We will add further discounts to our new Residents' Privilege Scheme, the 'Slough app'	Ongoing	<p>Manifesto Pledge has been met</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>Manifesto Pledge has been met</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> 

	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>Manifesto Pledge has been met</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 & 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>	<p>AMBER ↔</p>
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>	<p>GREEN ↔</p>

	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 in 2019-20 on providing a site for Grove Academy and an expansion of places at Langley Grammar School.</p> <p>£3.3m spent in 2019-20 providing new SEND Resource Unit at Marish Primary Academy.</p> <p>£610K spent in Q1 2020-21 to fund construction of the new SEND Resource Unit for Grove 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	End of 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. Covid-19 has caused some delays with the construction programme. Pupils will move into the new school building over the Christmas break.</p> <p>Refurbishment of the Orchard Community Centre is complete.</p> <p>Chalvey Community Centre users and Chalvey Nursery are currently using temporary accommodation. Construction of the new school and Chalvey Hub are progressing well on site and will be complete by November 2020 for fit out.</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>Manifesto Pledge has been met</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>Manifesto Pledge has been met 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>Manifesto Pledge has been met The Slough Academy was launched on 26-Nov-18 and has now been in place for over a year.</p> <p>Our ongoing commitment is to give our residents greater opportunities to access apprenticeships and training, to gain the skills they need to get on, wherever we can.</p> <p>76% of the apprenticeships provided have been given to Slough residents.</p> <p>As we continue to roll out more apprenticeships in Slough Borough Council, we will continue to adopt the same approach.</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	<p>June 2019</p> <p>Ongoing</p>	<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"> 1. Upskilling professionals and raising awareness 2. Tackling Exclusion in Schools 3. Detached youth work 4. Intensive work with young people who are engaged in gangs activity <p>Tier 1c – Training for professionals - Workshops aimed at frontline professionals to raise awareness and develop skills in relation to young people and gangs. Delivered by Reach Every Generation, Gavin McKenna, Director. There was a training day on 30th September and another training day on 20th November.</p> <p>The two violence task force sub groups have now been disbanded, having reported on there findings. The Task Force is now focused on delivering a number of projects that have been formed following this research.</p>	GREEN ↔

October 2019	<p>Covid-19 has led to some work being stopped due to staff reductions and initial management response. Where possible, agencies have continued to progress actions and continue to develop our joint response.</p> <ul style="list-style-type: none">• Work is progressing to join up information held by the council into one online portal. This will enable frontline staff and residents to quickly find help and support across a range of early help and supportive and preventative interventions• Colleagues in education are working to rationalise the processes used to oversee and manage school exclusions and managed moves.• Colleagues in the voluntary sector are working with young people to develop a counter narrative around Knife crime. This project is led by young people and will create a number of messages designed to help young people make the right choice regarding carrying and using knives.• A new detached youth team has been created within the council to identify and work with young people to divert them from violence.• The Choices programme, delivered in Schools, is currently on hold. The team are working with Schools on alternative delivery models.• 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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REPORT TO: Cabinet **DATE:** 14th September 2020

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

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WARD(S): All

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

PART I
NON-KEY DECISION

REVENUE BUDGET MONITORING REPORT – 2020-21 (QUARTER 1 - April- June 2020)

1 Purpose of Report

This report provides Cabinet with an update on the financial position of the Council's revenue account for the first quarter (April to June) of the 2020-21 financial year.

2 Recommendation(s)/Proposed Action

Cabinet is requested to resolve:

- a) That the reported underlying financial position of the Council for the year end 2020-21 be noted;
- b) That the Council's provisional reserve balances for the year end 2020-21 be noted;
- c) That budget transfer (virements) for 2020-21 as requested in Section 9 be approved;
- d) That write offs for the first quarter of 2020-21 as requested in Section 10 be approved.

3. The Slough Joint Wellbeing Strategy, the Joint Strategic Needs Assessment (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

Risk	Mitigating action	Opportunities
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	Current covid financial position and its potential impact on SBC have been communicated with officers and all staff.	N/A
Community Safety	N/A	N/A
Financial	The financial risks to the Council, especially with covid are advised in the attached report and how elements will impact the year end financial position.	This monitoring report covers the first quarter of the 2020-21 financial year and presents end of financial year projections. Decisions taken now will have a positive impact on the actual end of year financial position.
Timetable for delivery	The Council is currently reviewing the 2021-22 budgets. It has a duty to set a balance budget for the year.	The Council has outlined in the 18 th 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 FORECAST (YEAR END) POSITION 2020-21**

COUNCIL SUMMARY

5.1 The 2020-21 approved net budget for the Council is £124.412m.

At quarter 1 the forecast year end position for all the Council run services is an overspend of £1.943m (1.56%). This overspend takes in to account and applies the covid grant of £12.708m (grant £9.070 confirmed and £3.631 provisional). Before applying the grant the total overspend is £14.651m.

5.2 The current position, including Slough Children's' Services Trust (SCST), and is summarised in the table below with full details shown in Appendix A.

SUMMARY - GENERAL FUND REVENUE FORECAST (YEAR END) POSITION 2020-21			
Directorate	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance
	£'M	£'M	£'M
Adult & Communities	52.158	60.015	7.857
Children Learning & Skills (excl. SCST)	11.472	11.028	(0.444)
Slough Children's' Service Trust (SCST)	28.723	30.295	1.572
Regeneration	(0.886)	0.577	1.463
Place & Development	20.947	21.644	0.697
Finance & Resources (includes COVID Grant)	10.529	1.327	(9.202)
Chief Executive Office	1.123	1.123	0.000
Total	124.066	126.009	1.943
% of revenue budget over/(under) spent			1.57%
Non Departmental Services[1]	0.346	0.346	0.000
Total (Incl. Non Departmental Services)	124.412	126.355	1.943
% of budget over/(under) spent			1.56%

[\[1\] Includes interest payments to finance the capital programme and investment receipts.](#)

Covid Related Pressures

5.3 Before the covid grant is applied the total pressure for the council is forecast £14.651m which is split by directorate. The table below separates general pressure from the covid pressure.

FORECAST COVID 19 PRESSURES BY DIRECTORATE			
Directorate	Total Pressure Excluding Covid Grant £'M	Covid Related £'M	Other Pressures or (Savings) £'M
Adult & Communities	7.857	6.500	1.357
Children Learning & Skills	1.128	1.572	(0.444)
Regeneration	1.463	1.380	0.083
Place & Development	0.697	0.400	0.297
Finance & Resources	3.506	2.856	0.650
Chief Executive Office	0.000	0.000	0.000
Total	14.651	12.708	1.943

Budget Changes

- 5.4 There have been budget transfers (virements) of £0.034m between directorate Adults and Communities and Regeneration a detailed analysis is provided in section 9 of the report Also outlined are budget transfers over £0.100m for approval.

Adults & Communities

- 5.5 The Directorate's approved budget is £52.158m with a net provisional outturn of £60.015m. This represents an overspend of £7.857m, (which is 15.06% of the approved budget). It is estimated that of the £7.857m approximately £6.500m relates to covid pressures directly or indirectly.
- 5.6 The provisional outturn position is summarised in the table below and further analysis provided in Appendix B;

ADULTS & COMMUNITIES - FORECAST (YEAR END) POSITION 2020-21			
Directorate	Revised Budget £'M	Forecast (Year End) Position 31.03.2021 £'M	Full Year Variance £'M
Adult Social Care	40.303	45.591	5.288
Public Health	6.715	6.715	0.000
Communities and Skills	4.942	6.815	1.873
Regulatory Services	0.198	0.894	0.696
Total	52.158	60.015	7.857

- 5.7 The overall forecast overspend in Adult Social Care is £5.288m, and estimated £4.100 are due to covid pressures. These pressures include increase in client numbers by 5% above normal rate, additional support for care providers, inflation increases of up to 5%, additional PPE and loss of income from in care financial assessments of clients. The Communities and Skills pressure is due to the loss of income from the Leisure Services contract and Regulatory Services is also loss of income.

Management Action

- 5.8 The Adults Social Care service is exploring all means to reduce this budget pressure. A bid is being placed for some extra funding from Frimley Integrated Care System to offset the additional costs of covid that have not been funded by

CCG monies and local authority covid grant The Recovery plan to reduce costs is currently on hold due to the crisis and will be under review to see if the costs can be reduced.

Children, Learning & Skills and Slough Children’s ‘Services Trust (SCST)

- 5.9 The Directorate’s net controllable Revenue Budget for 2020-21 is £40.195m inclusive of the Dedicated Schools Grant (DSG). The forecast outturn is £1.128m overspend (2.81% of its budget). The covid pressure relates to £1.572 within the SCST a reflection of increasing numbers of Children Looked After.
- 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

CHILDREN, LEARNING & SKILLS - FORECAST (YEAR END) POSITION 2020-21			
Directorate	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance
	£'M	£'M	£'M
Directorate Services	5.541	5.718	0.177
Slough Children's' Service Trust (SCST)	28.723	30.295	1.572
Inclusion	0.680	0.698	0.018
Schools	3.667	3.573	(0.094)
Early Years and Prevention	1.921	1.376	(0.545)
Sub Total	40.532	41.660	1.128
Dedicated Schools Grant (DSG)	(0.337)	(0.337)	0.000
TOTAL	40.195	41.323	1.128

Director’s Services

- 5.11 The service is expected to overspend by £0.177m due to budget pressure on PFI unitary charge and central management.

Slough Children’s Services Trust (SCST)

- 5.12 The SCST is forecast to overspend by £1.692m above the agreed Council’s budget, and the £1.572m relates to covid 19 pressures which is a reflection of increasing numbers of Children Looked After.
- 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 was averted. The £4m payments in advance still requires an agreement between the SCST and DfE and agree a resolution.
- 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 forecast overspend of £0.018m. This pressure is due to previous year's budgetary reductions and the service has not realised the compensating reduction in expenditure.

Early Years' and Prevention.

- 5.17 The service is currently forecast to underspend by £0.545. This underspend is mainly due to there no longer being vacant posts in the service which has led to a reduction in the high level of agency staffing. The income projection has been reduced by 15% on fees and charges. It is assumed that this will continue to reduce but will be supported in some way by the covid 19 support funding.

Management Action

- 5.18 The service is developing a plan to address the pressure on the High Needs Block within the DSG. And it will continue to review the SCST payment in advance £4.000m

Regeneration

- 5.19 The Regeneration Directorate net budget is -£0.886m and has a forecast year end position of £1.463m over budget. The covid 19 pressure is approximately £0.870m due to income losses, the reminder pressure within commercial rents and emergency repairs.
- 5.20 The provisional outturn position is summarised in the table below and further analysis provided in Appendix B;

REGENERATION - FORECAST (YEAR END) POSITION 2020-21			
Directorate	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance
	£'M	£'M	£'M
Major Infrastructure	4.263	4.263	0.000
Planning & Transport	2.107	2.739	0.632
Parking	0.427	0.895	0.468
Regeneration Development	(6.351)	(6.070)	0.281
Regeneration Delivery	(1.354)	(1.272)	0.082
Economic Development	0.022	0.022	0.000
TOTAL	(0.886)	0.577	1.463

Place & Development

- 5.21 This Directorate's current net budget is £20.947m. The forecast year end position is an overspend of £0.697m. The main pressure in this area continues to relate to tackling homelessness (£0.200 is directly due to covid 19 pressure although due to other savings this is not clear) and the facilities operational building management.
- 5.22 The provisional outturn position is summarised in the table below and further analysis provided in Appendix B;

PLACE & DEVELOPMENT - FORECAST (YEAR END) POSITION 2020-21			
Directorate	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance
	£'M	£'M	£'M
Building Management	4.946	5.613	0.667
Housing (People) Services	2.548	2.578	0.030
Housing Development	0.022	0.022	0.000
Neighbourhood Services	1.315	1.315	0.000
Environmental Services	14.201	14.201	0.000
Direct Service Organisation (DSO)	(2.085)	(2.085)	0.000
TOTAL	20.947	21.644	0.697

Finance & Resources

- 5.23 This Directorate's current net budget is £10.529m, and has a favourable variance -£9.202. Without the application of the covid grant the directorate has a pressure of £3.506m. £2.725 is an indirect cost of covid due to savings targets not being met and the remainder is pressure of agency costs.
- 5.24 The provisional outturn position is summarised in the table below and further analysis provided in Appendix B;

FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2020-21			
Directorate	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance
	£'M	£'M	£'M
Customer and Communications	0.846	0.886	0.040
Organisation Development & HR	1.104	2.329	1.225
Governance	0.953	0.953	0.000
Digital & Strategic IT	4.750	4.659	(0.091)
Corporate Resources	1.439	1.454	0.015
Transformation	(1.500)	0.000	1.500
Transactional Services	3.076	3.893	0.817
Corporate and Departmental	(0.139)	(0.139)	0.000
Covid GRANT (General)	0.000	(9.077)	(9.077)
Covid GRANT Provisional (Income Loss)	0.000	(3.631)	(3.631)
TOTAL	10.529	1.327	(9.202)

Chief Executive

- 5.25 This Directorate's current net budget is £1.123m, and is expected to breakeven this financial year.
- 5.26 The provisional outturn position is summarised in the table below

CHIEF EXECUTIVE OFFICE - FORECAST (YEAR END) POSITION 2020-21			
Directorate	Revised Budget £'M	Forecast (Year End) Position 31.03.2021 £'M	Full Year Variance £'M
Executive's Office	0.352	0.352	0.000
Strategy and Performance	0.771	0.771	0.000
TOTAL	1.123	1.123	0.000

Non-Departmental Services and MRP

- 5.27 This service current net budget is £0.346m, and is expected to breakeven this financial year. This includes treasury function which includes interest payable and receivable. The treasury function follows the prudential code guidelines agreed at cabinet.
- 5.28 The forecast outturn position is summarised in the table below

NON DEPARTMENTAL SERVICES - FORECAST (YEAR END) POSITION 2020-21			
Non-Departmental	Revised Budget £'M	Forecast (Year End) Position 31.03.2021 £'M	Full Year Variance £'M
Treasury Management	0.915	0.915	0.000
Other Non Service Items	(0.769)	(0.769)	0.000
Parish Precepts	0.200	0.200	0.000
TOTAL	0.346	0.346	0.000

MRP

- 5.29 The treasury management budget is apportioned below. Within treasury an allowance has been placed for the Minimum Revenue Provision (MRP). The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP). The total MRP charge is estimated to be £4.002m, where resources allow the council will consider using capital receipts to fund MRP in order to relieve pressure on the Revenue budget.

Non-Departmental	Revised Budget £'M
Interest Payable and Similar Charges	3.983
Interest & Investment Income	-3.108
Minimum Revenue Provision	0.040
	0.915

Transformation Fund

- 5.30 The Council has an agreed Transformation programme and has allocated the below £4.426m for elements below. 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.

Transformation Fund Programme 20-21	
Scheme	Fund Available £'M
Transformation Fund Our Futures	2.768
Children's Trust	0.250
Other Initiatives (still to be identified)	1.408
Total	4.426

6 Impact on Council Reserves

- 6.1 The Council currently has £16.320m reserves, £8.123m of general reserves and £8.147m of earmarked reserves which could be available to protect the Council from current covid 19 financial pressures. The Council will work to reduce the overall pressure in the revenue services. If it was to meet the pressures from within the reserves the impact is shown below. Reducing the reserves to £14.377m, however, the Council will work to mitigate this pressure.

COUNCIL RESERVES FORECAST (YEAR END) POSITION 2020-21	
Council Reserves	
	£'M
General Fund	8.173
Earmarked Reserves	8.147
Total	16.320
Current Deficit/Pressure Q1 Revenue Budget Monitoring	(1.943)
Forecast Balance at 31.03.2021	14.377

- 6.2 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. The Council does not have to take account of this deficit in setting its budget and does not need to take this balance into account when considering the robustness of the Council's reserves. The schools balances are £6.156m 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”.

- 6.3 The Council will need agreement with the DfE on how the deficit will be cleared in future years.

7. Housing Revenue Account (HRA)

- 7.1 The HRA forecast outturn position is to spend £38.394 against a forecast income of £35.953m expected; this gives a net deficit for the HRA of £2.441m. 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 forecast £13.996m at the beginning of the financial year and will reduce to £11.555m if the amount of overspend is £2.441m.
- 7.3 The latest overall position is summarised in the table below.

SUMMARY - HOUSING REVENUE ACCOUNT FORECAST (YEAR END) POSITION 2020-21			
Directorate	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance
	£'M	£'M	£'M
HRA Expenditure	38.394	38.394	0.000
HRA Income	(35.953)	(35.953)	0.000
Total	2.441	2.441	0.000

8 SAVINGS SUMMARY

Council Saving Summary

- 8.1 The Council's total savings placed in this year's financial budget is £7.955m. Below are a savings summary by service area and the type of savings. With the impact of covid pressures large proportion of the savings are deemed unachievable. The services are working towards these targets to mitigate pressures for the future.

SAVINGS MONITOR 2020-21

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	2,395	124	317	1,954
Children, Learning & Skills	Cate Duffy	590	0	590	0
Regeneration	Stephen Gibson	(500)	0	(1,000)	500
Place & Development	Richard West	1,291	0	1,291	0
Finance & Resources	Neil Wilcox	3,944	0	1,510	2,434
Treasury Finance & Resources	Neil Wilcox	235	0	235	0

Total Savings		7,955	124	2,943	4,888
% Against Saving			2%	37%	61%

% Savings from Previous month			0%	0%	0%
			2%	37%	61%

8.2 Type of Saving

Service	Commercial	Efficiency	Income	Staffing	Strategic Review	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adult & Communities	2,054	151	40	0	150	2,395
Children, Learning & Skills	0	110	180	0	300	590
Regeneration	-900	0	400	0	0	-500
Place & Development	285	150	856	0	0	1,291
Finance & Resources	1,800	1,184	0	960	0	3,944
Treasury Finance & Resources	235	0	0	0	0	235
Total	3,474	1,595	1,476	960	450	7,955

8.3 Appendix C provides a complete list of savings with further detail. Outlined by directorate

9. VIREMENTS

9.1 The virements below represent a movement of budgets between directorates which needs approval by the Cabinet.

Reference	Reason	Adults and Communities	Regeneration
PL-959	Highways Tree Budget Transfer	(33,900.00)	33,900.00
Virement Total Between Directorate		(33,900.00)	33,900.00

- 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.

Reference	Department	Budget Transfers Over £100,000	Amount
PL-936	Adults & Communities	Moving Salary Costs to the correct budget responsibility	243,980.00
PL-940	Adults & Communities	Moving Salary Costs to the correct budget responsibility	101,600.00
PL-960	Children Learning and Skills	Grant Allocations Transfer	244,959.00
PL-961	Children Learning and Skills	Grant Allocations Transfer	696,726.00

10. WRITE OFFS

- 10.1 Write offs totalling £73,524.07 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 £	Total £
Unable to trace / Absconded	2,554.60	1,663.38	4,217.98
Deceased	0.00	1,453.83	1,453.83
Statute Barred/Unable to Enforce	2,260.35	0.00	2,260.35
Misc. (incl uneconomical to pursue)	17,684.30	48,037.74	65,722.04
Credit Balances	(130.13)	0.00	-130.13
Total	22,369.12	51,154.95	73,524.07

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 covid 19 financial situation is impacting with increased costs due to increased demand and lost opportunities to generate income. This will continue to be monitored closely, acknowledging that the current estimates remain provisional as the full impacts of the virus are still emerging.

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 Monitoring June 2020 Period 3 Quarter 1

Directorate	Base Budget	Revised Budget	Forecast Year End Position 2021	Full Year Variance
	£'M	£'M	£'M	£'M
<u>Adult and Communities</u>				
Adult Social Care	40.535	40.303	45.591	5.288
Public Health	6.715	6.715	6.715	0.000
Communities and Leisure	4.842	4.942	6.815	1.873
Regulatory Services	0.100	0.198	0.894	0.696
Total	52.192	52.158	60.015	7.857
<u>Children, Learning and Skills</u>				
Directorate Services	5.541	5.541	5.718	0.177
Slough Childrens' Service Trust	28.723	28.723	30.295	1.572
Inclusion	0.680	0.680	0.698	0.018
Schools	3.667	3.667	3.573	(0.094)
Early Years and Prevention	1.921	1.921	1.376	(0.545)
Sub-Total	40.532	40.532	41.660	1.128
Dedicated Schools Grant (DSG)	(0.337)	(0.337)	(0.337)	0.000
Total	40.195	40.195	41.323	1.128
<u>Regeneration</u>				
Major Infrastructure	4.263	4.263	4.263	0.000
Planning & Transport	2.073	2.107	2.739	0.632
Parking	0.427	0.427	0.895	0.468
Regeneration Development	(6.351)	(6.351)	(6.070)	0.281
Regeneration Delivery	(1.354)	(1.354)	(1.272)	0.082
Economic Development	0.022	0.022	0.022	0.000
Total	(0.920)	(0.886)	0.577	1.463
<u>Place & Development</u>				
Building Management	4.946	4.946	5.613	0.667
Housing (People) Services	2.548	2.548	2.578	0.030
Housing Development	0.022	0.022	0.022	0.000
Neighbourhood Services	1.315	1.315	1.315	0.000
Environmental Services	14.201	14.201	14.201	0.000
DSO	(2.085)	(2.085)	(2.085)	0.000
Total	20.947	20.947	21.644	0.697
<u>Finance and Resources</u>				
Customer and Communications	0.846	0.846	0.886	0.040
Organisation Development and HR	1.104	1.104	2.329	1.225
Governance	0.953	0.953	0.953	0.000
Digital and Strategic IT	4.750	4.750	4.659	(0.091)
Corporate Resources	1.439	1.439	1.454	0.015
Transformation	(1.500)	(1.500)	0.000	1.500
Transactional Services	3.076	3.076	3.893	0.817
Corporate and Departmental	(0.139)	(0.139)	(0.139)	0.000
Covid GRANT (General)	0.000	0.000	(9.077)	(9.077)
Covid GRANT Provisional (Income Loss)	0.000	0.000	(3.631)	(3.631)
Total	10.529	10.529	1.327	(9.202)
<u>Chief Executive Office</u>				
Executive's Office	0.352	0.352	0.352	0.000
Strategy and Performance	0.771	0.771	0.771	0.000
Total	1.123	1.123	1.123	0.000
GRAND TOTAL	124.066	124.066	126.009	1.943
% of revenue budget over/(under)				1.57%

Appendix B General Fund Provisional Year End Position

Provides further detail on key pressure areas and a complete breakdown is provided in Appendix A above

1 Adults & Communities - Adult Social Care

The overall overspend forecast in Adult Social Care is £5.288m, which is 13.12% of its budget £40.303m. This includes covid related pressures of £4.076 and £1.212 general pressures of additional demography growth to cover costs of client care.

ADULTS & COMMUNITIES - FORECAST (YEAR END) POSITION 2020-21 ADULT SOCIAL CARE			
Service	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance
	£'M	£'M	£'M
Safeguarding and Governance	0.490	0.430	(0.060)
ASC Management	1.390	1.111	(0.279)
Directly Provided Services	2.330	2.329	(0.001)
Mental Health Services	4.524	4.973	0.449
Learning Disability Services	11.200	11.899	0.699
North Locality	4.915	6.029	1.114
South Locality	4.245	6.135	1.890
East Locality	6.191	8.464	2.273
Reablement	1.266	0.866	(0.400)
Care Group Commissioning	3.752	4.016	0.264
Sub Total before Planned in Year Savings	40.303	46.252	5.949
Planned in year savings	0.000	(0.661)	(0.661)
Sub Total	40.303	45.591	5.288

2. Adults & Communities – Communities & Regulatory

The forecast for communities & skills is an overspend of £1.873m. The main area of overspend is due to the loss of income from the leisure services contract of £1.489M and the potential of having to pay extra monies to the provider of a similar amount. There are ongoing negotiations with provider and once these have concluded the outcome will be reported.

The forecast for regulatory services is an overspend of £0.696m. These covid pressures are £0.465m of savings target unlikely to be met, £0.131m loss of income from trading services. Lastly additional maintenance cost £0.100

ADULTS & COMMUNITIES - FORECAST (YEAR END) POSITION 2020-21 COMMUNITIES			
Service	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance
	£'M	£'M	£'M
Communities			
Community and Skills	4.942	6.815	1.873
Regulatory Services	0.198	0.894	0.696
Sub Total	5.140	7.709	2.569

3. Regeneration - Planning & Transport

The Planning and Transport service has a forecast of £0.632m adverse position and is summarised in the table below.

REGENERATION - FORECAST (YEAR END) POSITION 2020-21 PLANNING & TRANSPORT			
Service - Planning & Transport	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance
	£'M	£'M	£'M
Local Land Charges	(0.063)	(0.063)	0.000
Director Management Unit	0.661	0.661	0.000
Planning Policy	0.692	0.692	0.000
Building Control	0.061	0.294	0.233
Development Management	0.284	0.284	0.000
Bus Lane Enforcement	(0.750)	(0.351)	0.399
Highways	0.153	0.153	0.000
Highways / Roads (Routine)	1.003	1.003	0.000
Land Drainage	0.159	0.159	0.000
Street works and Permits	(0.093)	(0.093)	0.000
TOTAL	2.107	2.739	0.632

The building control pressure of £0.233m is mainly due to the emergency response earlier this year regarding the roof damage in the high street. This is being challenged by our legal team for possible recovery.

The other pressures mainly arises within Bus Lane Enforcement £0.399m income loss due to covid 19, 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.

4. Regeneration - Parking

The Parking service has a pressure of £0.468m. This is summarised below:

REGENERATION - FORECAST (YEAR END) POSITION 2020-21 PARKING			
Service - Parking	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance
	£'M	£'M	£'M
Car Parks	0.297	0.324	0.027
On- Street Parking Account	0.364	0.599	0.235
Parking Development	0.051	0.051	0.000
Car Parks-Ground Level Pay	(0.287)	(0.153)	0.134
Car Parks-Hatfield Multi Storey	0.104	0.119	0.015
Car Parks-Ground Level Free	0.023	0.023	0.000
Car Parks-Herschel Multi Story	(0.125)	(0.068)	0.057
TOTAL	0.427	0.895	0.468

Parking is projected to have an income loss in parking fees and fines of £0.469m due to covid 19, the projection assumes fees to resume to pre covid levels from July 20.

5. **Regeneration - Regeneration Development**

Currently Regeneration Development has a forecast overspend of £0.281m. which are lower commercial rents income due to changes in few of the renewed leases

REGENERATION - FORECAST (YEAR END) POSITION 2020-21 REGENERATION DEVELOPMENT			
Service - Regeneration Development	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance
	£'M	£'M	£'M
Strategic Acquisition Board	(5.605)	(5.324)	0.281
Slough Housing Company	0.000	0.000	0.000
Asset Management	(0.134)	(0.134)	0.000
Commercial Properties	(0.339)	(0.339)	0.000
Age Concern	0.000	0.000	0.000
Capital Disposal & Feasibility Studies	(0.279)	(0.279)	0.000
Bus Station	0.042	0.042	0.000
Property Management	(0.036)	(0.036)	0.000
TOTAL	(6.351)	(6.070)	0.281

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

Building Management is currently forecast an overspend of £0.667m. This is mainly due to operational running costs for central buildings £0.345m, income losses in community centre, parks of £0.193m due to covid and general repair pressures within children centres £0.116m.

PLACE & DEVELOPMENT - FORECAST (YEAR END) POSITION 2020-21 BUILDING MANAGEMENT			
Service - Building Management	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance
	£'M	£'M	£'M
ASC buildings	0.175	0.192	0.017
Central functions	3.324	3.669	0.345
Community Centres and Hubs	0.869	1.062	0.193
Children Centres and Libraries	0.540	0.656	0.116
Parks Buildings	0.038	0.034	(0.004)
TOTAL	4.946	5.613	0.667

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

This service area which in prior years has always overspent. The councils decision was to provide extra funding for temporary accommodation and the service is projected a near breakeven position.

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

The OD&HR service has a forecast of £1.225m overspend, which is a saving target unlikely to be met this financial year as outlined in the savings report and Appendix C. ...

This is summarised in the table below.

FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2020-21 ORGANISATION DEVELOPMENT & HR			
Service - Organisation Development & HR (OD&HR)	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance
	£'M	£'M	£'M
Human Resources	0.968	1.012	0.044
Health and Safety	0.233	0.266	0.033
Training	0.515	0.515	0.000
Union Work	0.049	0.049	0.000
Emergency Planning	0.187	0.187	0.000
Payroll	0.402	0.325	(0.077)
People Services Transformation	(1.250)	(0.025)	1.225
TOTAL	1.104	2.329	1.225

9. **Finance & Resources - Transformation**

This saving will be met with Our Futures Programme. However, the benefit will be realised in next financial year. Further analysis is being taken and a projection will be outlined in quarter 2.

FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2020-21 TRANSFORMATION			
Transformation	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance
	£'M	£'M	£'M
Transformation	(1.500)	0.000	1.500
TOTAL	(1.500)	0.000	1.500

10. **Finance & Resources – Transaction Services**

Transactional Services has forecast overspend of £0.817m. This pressure is largely due to temporary staffing costs, Liberata contractual fees and non budgeted additional resource costs.

FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2020-21 TRANSACTIONAL SERVICES			
Service - Transactional Services	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance
	£'M	£'M	£'M
Transactional Services	3.076	3.893	0.817
TOTAL	3.076	3.893	0.817

APPENDIX C SAVINGS 2020-21

SAVINGS MONITOR 2020-21										
Directorate	Service	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 Commissioning		100	100	0	0	Recommission floating support services	GREEN		Commercial
A&C	Adult Social Care Commissioning		150	24	126	0	Review Provider Services and Personalisation Opportunities	AMBER		Strategic Review
A&C	Adult Social Care Operations		100	0	100	0	Mental Health - Extension of Hope House Services	AMBER		Efficiency
A&C	Communities and Leisure		1,489	0	0	1,489	Leisure Services - Leisure Contract Management savings	RED	Due to COVID impact on Leisure Services	Commercial
A&C	Communities and Leisure		51	0	51	0	Redesign support	GREEN		Efficiency
A&C	Communities and Leisure		40	0	40	0	Revenue payback from capital investment	AMBER		Income
A&C	Regulatory Services		465	0	0	465	Regulatory services becoming fully self funded	RED	Part of Our Futures Programme	Commercial
Total	Adult & Communities		2,395	124	317	1,954				

Directorate	Service	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	Schools (General Fund)		110	0	110	0	Redesign support	AMBER		Efficiency
CLS	School Effectiveness	TF	180	0	180	0	School Effectiveness Review	AMBER		Income
CLS	Children, Learning and Skills	TF	300	0	300	0	Transformation of Early Help	AMBER		Strategic Review
Total	Children, Learning & Skills		590	0	590	0				

Directorate	Service	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 Development		100	0	0	100	Regeneration - Income generation target	RED	Due to COVID impact on services	Commercial
Regen	Planning & Transport		400	0	0	400	Traffic Enforcement Income	RED	Due to COVID impact on services	Income
Regen	Regeneration Development		(1,000)	0	-1,000	0	ESFA - One off funding for school on TVU site	AMBER		Commercial
Total	Regeneration		(500)	0	-1,000	500				

Directorate	Service	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	Environmental Services & DSO	TF	135	0	135	0	DSO Traded Services	AMBER		Commercial
P&D	Environmental Services & DSO		700	0	700	0	DSO wins more major infrastructure project work (one off)	AMBER		Income
P&D	Environmental Services & DSO	TF	150	0	150	0	Environmental services - work for other local authorities (Line Painting etc.)	AMBER		Commercial
P&D	Environmental Services & DSO		156	0	156	0	Inflationary increases and grant bids	AMBER		Income
P&D	Housing (People) Services		50	0	50	0	Housing Regulations Team - Business development Manager	AMBER		Efficiency
P&D	Housing (People) Services		100	0	100	0	Private Sector Acquisition Team (Housing)	AMBER		Efficiency
Total	Place & Development		1,291	0	1,291	0				

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

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14th September 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
NON-KEY DECISION**CAPITAL MONITORING REPORT AT 30th JUNE 2020****1 Purpose of Report**

To provide a summary of spend against capital budgets for the 2020-21 financial year, as at the end of June 2020 on a consolidated and directorate basis .

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the report be noted.

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

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
The Cabinet is requested to note the report and Capital Expenditure of	The Capital strategy should be both affordable	The council will work with its Treasury advisors in order to	9-	The Council constantly reviews its exposure to Temporary

<p>£14.399m in the first quarter of 2020-21 against an approved budget of £172.726mm. This represents 8.34% of the approved budget being spent with a current projection that 73% of the budget will be spent by the end of financial year.</p>	<p>and Prudent It is currently projected that £122.76m additional borrowing will be required to fund the 2020-21 Capital Programme. 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.</p>	<p>mitigate interest rate risk and ensure long term borrowing decisions are taken at the most advantageous time.</p>		<p>Borrowing and converts amounts to Longer Term Borrowing when it is deemed prudent and cost effective to do so.</p>
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Risk	Mitigating action	Opportunities
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 Strategy Group, Bi-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 2020-21

5.1 The revised approved budgets for 2020-21 represent the budgets approved by Cabinet in February 2020, adjusted for projects subsequently approved at Strategic Finance Board, and underspends on budgets brought forward from 2019-20. The revised budgets were approved at Cabinet in June 2020.

5.2 A summary of the outturn for 2020-21 as at end June 2020 is as follows:

CAPITAL PROGRAMME 2020/2021							
2020 / 2021 BUDGET TO ACTUAL EXPENDITURE/INCOME	Over/Under Budget spends plus adj		Budget 2020/2021	2020/2021 Spend to	2020/2021 Variance to	% of	Budget
	2020/2021 April 2020	From 19/20 to be added	2020/2021 Approved	June 2020	Budget	Spent	Committed to date
	£			£	£	%	
General Fund:							
Adults & Communities	5,766	6,093	11,859	757	(11,102)	6%	2,906
Children, Learning & Skills	7,870	2,583	10,453	1,391	(9,062)	13%	5,997
Place & Development	26,643	796	27,439	594	(26,845)	2%	6,883
Regeneration	101,923	(7,798)	94,125	9,380	(84,745)	10%	83,881
Finance & Resources	4,900	2,892	7,792	305	(7,487)	4%	4,930
	147,102	4,566	151,668	12,427	(139,241)	8%	104,597
Housing Revenue Account:							
Housing Revenue Account	16,813	4,245	21,058	1,972	(19,086)	9%	21,058
Capital Bid Submissions	0			0	0		
	16,813	4,245	21,058	1,972	(19,086)	9%	21,058
Total Expenditure	163,915	8,811	172,726	14,399	(158,327)	8%	125,655

5.3 In the first quarter of the 2020-21 Financial Year, £14.399m or 8.34% of the revised budget of £172.76m has been spent. Spend is traditionally lower in the first quarter of the financial year, but spend is considerably down on the same period in 2019-20 where £43.169m had been spent. Lower spend can be expected due to the current Covid-19 restrictions but is currently projected that £125.655m or 73% of the revised budget will be spent by the end of the financial year. The main items of expenditure are highlighted in the table below.

Scheme	Directorate	Expenditure Quarter 2 (£m)	Comments
James Elliman Homes	Regeneration	2.012	Drawdown to James Elliman Homes to purchase properties for use a temporary accommodation
Old Library Site Hotel Development	Regeneration	6.131	Development of Old Library Site to include two new hotels
Affordable Housing	Housing Revenue Account	1.293	Construction of new Affordable Homes
TOTAL		9.436	

- 5.4 The three projects listed in the table above represent 66% of the expenditure made so far in the first quarter of the 2020-21 financial year.

6 Revised 2019-20 Capital Programme

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

- Appendix A: Revised General Fund 2020-21 budget
- Appendix B: Revised HRA 2020-21 budget

- 6.2 Appendix C and D shows the re-profiling of the Capital Budget for 2021-24.

- Appendix C: Re-profiled General Fund 2021-24 budget
- Appendix D: Re-profiled HRA 2021-2024 budget

7 Directorate Narrative

Children, Learning and Skills.

- 7.1 The Capital Budget for Children, Learning and Skills is £10.569m an increase of £2.583m on the budget approved in February 2020

- 7.2 In the first three month months of the year £1.3091 has been spent with the largest items of expenditure being £845k for SEN Resources Expansion and £436k for the Secondary School Expansion Scheme.

Places and Development

- 7.3 The budgets for this new Directorate in 2020-21 is now £27.439m and increase of £596k of the budget approved at council in February 2020. Large budgets include £12.883m for the Chalvey Extra care Housing Scheme, £5.283m Fire Risk Assessment Nova House and £3m for the Corporate Headquarters project. In the first two months only £594k has been spent.

Finance and Resources

- 7.4 The revised budget for this Directorate in 2020-21 is £7.792m an increase of £2.892m on the budget approved at cabinet in February 2020.. Spend in the first three months of the year was only £305k.

- 7.5 Adults and Communities

The revised budget for this Directorate is now £11.859m an increase of £6.053m on the budget approved in February 2020 at Full Council. Largest project is £5.815m for the Cemetery Expansion and thus far there has only been spend of £757.

Regeneration

- 7.6 The revised budget for this area for 2020-21 is £94.125m. Large budgets include £12.813m for the Mass Rapid Transit Scheme phase 2, £10.543m for Stoke Road LEP scheme, £20m for the Strategic Acquisition Project and £15.364m for the Development of the Old Library site.
- 7.7 Thus far £9.380m has been spent of which the largest proportion is £6.131m for the Development of the Old Library Site into two hotels and residential accommodation,

Housing Revenue Account

- 7.8 The Housing Revenue Account Capital Programme for 2020-21 has a budget of £21.058m and expenditure of £1,972k in the first three months of the financial year including £7.473m for the Affordable Housing Budget.
- 7.9 Affordable Housing

The Affordable Housing Budget in 2020-21 is £7.473m.. The council has signed a retention agreement with DCLG that allows it to keep the Right to Buys 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. Expenditure in the first quarter of 2020-21 was £1.293m.

8 Comments of Other Committees

None

9 Conclusion

The Cabinet is requested to note the report and Capital Expenditure of £14.399m in the first quarter of 2020-21 against an approved budget of £172.726m. This represents 8.33% of the approved budget being spent with a current projection that 73% of the budget will be spent by the end of financial year

10 Appendices Attached

- Appendix A: Revised General Fund 2020-21 budget
- Appendix B: Revised HRA 2020-21 budget
- Appendix C: Re-profiled General Fund 2021-2024 budget
- Appendix D: Re-profiled HRA 2021-24 budget

2020-21 Revised Budgets – General Fund

COST CENTRE CODE	EXPENDITURE	Project Officer	Budget 20/21	Adjustments	Revised Budget 20/21	Spend June 2020	Variance	Forecast 20/21
	Adults & Communities		£000s	£000s	£000s	£000s	£000s	£000s
	Adult Social Care Operations							
P331	Care Act: Social Care IT Developments	Martin Elliott	0	383	383	16	(367)	383
P577	Learning Disability Change Programme	Martin Elliott	0	0	1,601	127	(1,474)	1,601
P133	Extra Care Housing	Jane Senior	0	0	0	0	0	0
P195	Autism Capital Grant	G Smith	0	6	6	0	(6)	6
P395	HOLD Capital Project	Martin Elliott	0	0	0	58	58	0

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	Communities & Leisure		0	0	0	0	0	0
P107	Repairs to Montem & Ice	A Thomas/P Butler	0	16	16	3	(13)	16
P162/P166	Community Leisure Facilities/Small Capital Neighbourhood Projects	A Hibbert	66	156	222	0	(222)	222
COST CENTRE	EXPENDITURE	Project	Budget 20/21	Adjustments	Revised	Spend June	Variance	Forecast

CODE		Officer			Budget 20/21	2020		20/21
	Communities & Leisure Continued		£000s	£000s	£000s	£000s	£000s	£000s
P141	Langley Leisure Centre	A Hibbert	0	644	644	77	(567)	100
P969	Salt Hill Leisure	A Hibbert	0	915	915	130	(785)	130
P165	Leisure Centre Farnham Road	A Hibbert	0	2,907	2,907	120	(2,787)	120
P164	New Ice	A Hibbert	0	679	679	206	(473)	210
	Regulatory Services		0	0	0	0	0	0
P083	Cemetery Extension	G DeHaan	5,700	115	5,815	28	(5,787)	30
P873	Crematorium Project	G DeHaan	0	24	24	0	(24)	0
P875	CCTV	P Webster	0	110	110	(7)	(117)	50
P198	Allotment Improvement Project	K Gandhi	0	138	138	0	(138)	38
	Total Adults & Communities		5,766	6,093	13,460	757	(12,703)	2,906

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	Children's, Learning & Skills Services		0	0	0	0.00	0.00	0
	Schools		0	0	0	0.00	0.00	0
P051	Primary Expansions (Phase 2 for 2011)	T Madden	250	20	270	71	(199)	270
COST CENTRE CODE	EXPENDITURE	Project Officer	Budget 20/21	Adjustments	Revised Budget 20/21	Spend June 2020	Variance	Forecast 20/21

	Continued							
P157	Burnham Station LEP	Misha Byrne	0	323	323	(2)	(325)	323
P053	Langley Station LEP	C Green	0	210	210	93	(117)	210
P579	A4 Cycle	Misha Byrne	0	0	0	(430)	(430)	0
P188	Community Transport Fleet	J Newman	0	183	183	0	(183)	183
P155	Air Quality Monitoring	J Newman	38	74	112	0	(112)	112
P125	Electric Vehicle Network	J Newman	600	138	738	0	(738)	338
P170	Carbon Management-Fleet Challenge	J Newman	970	(105)	865	(126)	(991)	300
P168	Re-fit Programme	J Newman	1,334	(72)	1,262	1	(1,261)	806
P203	Car Club	J Newman	500	98	598	0	(500)	98
	Environmental Initiatives - Match Funding	J Newman	1,000	0	1,000	0	(1,000)	1,000
	Planning & Transport							

P174	Highways Maintenance Annual Programme	K Hothi	524	17	541	0	(541)	541
COST CENTRE CODE	EXPENDITURE	Project Officer	Budget 20/21	Adjustments	Revised Budget 20/21	Spend June 2020	Variance	Forecast 20/21
	Planning & Transport Continued		£000s	£000s	£000s	£000s	£000s	£000s
P111/P728	Major Highways	K Hothi	1,265	600	1,865	40	(1,825)	1,865

	Programmes							
P224	Minor Highway Pavements & Street Improvement		1,000	0	1,000	0	(1,000)	0
	Regeneration Delivery							
P180	Capital Works following Stock Condition Survey (Children's Centre)	A Thomas	2,400	0	2,400	420	(1,980)	1,742
P228	Asbestos Removal (GF)	A Thomas	0	0	1,000	0	(1,000)	1,000
	Regeneration Development		0	0	0	0	0	0
P128	Corporate Property Asset Management	P Kassandra	0	0	0	15	15	20
P204	Hub Development	P Kassandra	5,000	72	5,072	67	(5,005)	5,000
	Youth Hub	P Kassandra	5,000	0	5,000	0	(5,000)	0
P127	Demolitions	P Kassandra	1,950	(151)	1,799	76	(1,723)	1,799
P171	Slough Basin (Stoke Wharf)	P Kassandra	0	50	50	4	(46)	50
COST CENTRE CODE	EXPENDITURE	Project Officer	Budget 20/21	Adjustments	Revised Budget 20/21	Spend June 2020	Variance	Forecast 20/21
	Regeneration Delivery Continued		£000s	£000s	£000s	£000s	£000s	£000s
P135	Plymouth Road (dilapidation works)	P Kassandra	0	105	105	0	(105)	105
P172/P173	Thames Valley	P Kassandra	4,000	122	4,122	62	(4,060)	4,000

	University Site							
P156	Strategic Acquisition fund	P Kassandra	20,000	0	20,000	3	(19,997)	20,000
P159	Development Old Library Site	P Kassandra	20,673	(5,309)	15,364	6,131	(9,233)	15,364
P206	Refurbishment of 32 Chalvey Road East	P Kassandra	0	65	65	0	(65)	65
P229	St Martins Place	A Rokins	0	250	250	0	(250)	250
P178	Lease surrender Serena Hall	S Aislabie	0	0	0	0	0	0
P179	James Elliman Homes	N Cooper	13,000	(3,002)	9,998	2,012	(7,986)	13,200
	Total Regeneration		101,923	(7,798)	61,825	9,380	(52,496)	83,881
	Finance & Resources							
	Digital & Strategic IT		0	0	0	0	0	0
P161	Financial System Upgrades	S Nagra	500	0	500	13	(487)	500

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COST CENTRE CODE	EXPENDITURE	Project Officer	Budget 20/21	Adjustments	Revised Budget 20/21	Spend June 2020	Variance	Forecast 20/21
	Digital & Strategic IT Continued		£000s	£000s	£000s	£000s	£000s	£000s
P183	Management Information Centre	A Cowen	0	31	31	43	12	45
P084	IT Infrastructure Refresh	S Pallet	3,350	2,016	5,366	55	(5,311)	3,000

	Finance		0	0	0	0	0	0
P871	Community Investment Fund	Various	840	670	1,510	180	(1,330)	1,000
P218	Community Investment Fund-Cabinet	Various	210	175	385	14	(371)	385
			0	0	0	0	0	0
	Total Finance & Resources		4,900	2,892	7,792	305	(7,487)	4,930
			0	0	0	0	0	0
	TOTAL GENERAL FUND CAPITAL		147,102	4,566	121,085	12,427	(107,726)	104,597

Appendix B

Revised Budgets 2020-21 HRA

Capital Code	EXPENDITURE	Budget 20/21	Carry Forward	Revised Budget 20/21	Spend June 2020	Variance	Forecast 20/21
		£000s	£000s	£000s	£000s	£000s	£000s
	RMI Capital Programme						
P407	Commissioning of Repairs Maintenance and Investment Contract	0	0	0	2	2	
P408	Brooms & Poplar Fire Compliance Upgrade Works	0	0	0	0	0	

P409	Boiler Replacement and heating	500	418	918	76	(842)	
P413	Kitchen & Bathroom Replacement	700	0	700	0	(700)	
P415	Electrical Systems	120	0	120	(61)	(181)	
P419	Garage & Environmental Improvements	2,000	0	2,000	0	(2,000)	
P431	FRA & Asbestos Removal Works (bring forward £3m years 6/7)	0	0	0	7	7	
P434	RMI Client Team Project Management	0	0	0	0	0	
P436	De-Designated Refurbishment	0	0	0	0	0	
P547	Major Aids & Adaptations	250	0	250	28	(222)	
	Planned Maintenance Capital	0	0	0	0	0	
P405	Tower and Ashbourne	0	693	693	335	(358)	
Capital Code	EXPENDITURE	Budget 20/21	Carry Forward	Revised Budget 20/21	Spend June 2020	Variance	Forecast 20/21
		£000s	£000s	£000s	£000s	£000s	£000s
P412	Windows and Door Replacement	700	0	700	(4)	(704)	
P414	Bathroom replacement	0	0	0	0	0	
P416	Additional Establishment Costs	0	0	0	0	0	
P417	Roof Replacement	0	0	0	0	0	
P418	Structural	0	0	0	1	1	
P422	Security & Controlled Entry Modernisation	483	0	483	93	(390)	
P433	Capitalised voids	60	0	60	5	(55)	
P432	RMI Remodelling and Investment	4,000	3,661	7,661	194	(7,467)	
P435	Rochford Hostel	0	0	0	4	4	

	Affordable Homes	0	0	0	0	0	
P575	Affordable Homes	8,000	(527)	7,473	1,293	(6,180)	
	Total Housing Revenue Account CAPITAL BUDGET	16,813	4,245	21,058	1,972	(19,088)	

Cost Centre	Scheme Name	20-21 Approved	Amendment/CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
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	Children, Learning and Skills	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Early Years & Prevention							
P749	Children's Centres Refurbishments		98	98				98
P142	Children's Centres IT			0				
P196	Early Years	250	280	530	250	250		1,030

	Service Capital Development Programme							
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
	Schools							
P051	Primary Expansions	250	20	270	100			370
P076	Town Hall Conversion			0				0
Cost Centre	Scheme Name	20-21 Approved	Amendment/CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
	Schools Continued	£'000	£'000	£'000	£'000	£'000	£'000	£'000
P093	Schools Modernisation	890	406	1,296	600	600	200	2,696

P101	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
	Total Schools	7,620	2,210	9,830	10,180	2,530	2,530	25,070
	Total Children, Learning & Skills	7,870	2,704	10,574	10,430	2,780	2,530	26,314
Cost Centre	Scheme Name	20-21 Approved	Amendment/CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
	Place & Development	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Environmental Services							
P580	Mayrise Insourcing		10	10				10

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
	Total	1,648	86	1,734	625	125	125	2,609

	Environmental Services							
	Housing People Services							
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
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
	Total Housing People Services	550	824	1,374	550	550	550	3,024
	Housing Development & Contracts							

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
	Building							

	Management							
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
	Total Building Management	3,000	85	3,358				3,358
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
	Total Place & Development	26,643	(277)	26,639	1,175	675	675	29,164
	Finance & Resources							
	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	
	Total Finance	1,050	670	1,720	1,050	1,050	1,050	4,870	
	Total Finance & Resources	4,900	2,338	7,238	1,400	1,400	1,400	11,438	
	Adults and Communities								
	Adult Social Care Operations								
	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	£000s
P331	Social Care IT Developments		383	383				383	

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
	Total Adult Social Care Operations	0	1,990	1,990	0	0	1,844	3,834

	Regulatory Services							
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
	Total Regulatory Services	5,700	387	6,087	2,000	2,000	1,233	11,320
Cost Centre	Scheme Name	20-21 Approved	Amendment/CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
	Communities & Leisure	£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
	Total Communities & Leisure	66	5,317	5,383				5,383
	Total Adults & Communities	5,766	7,694	13,460	2,000	2,000	3,077	20,537

	Regeneration							
	Regeneration Development							
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
	Regeneration Development Continued	£000s	£000s	£000s	£000s	£000s	£000s	£000s
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
	Total Regeneration	69,623	(7,895)	61,728	21,600	5,000	0	88,328

	Development							
	Regeneration Delivery							
P180	Capital works following Stock Condition Survey	2,400		2,400	2,400	2,400		7,200
	Total Regeneration Delivery	2,400	0	2,400	2,400	2,400		7,200
Cost Centre	Scheme Name	20-21 Approved	Amendment/CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
	Planning & Transport	£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

	Total Planning & Transport	2,789	617	3,406	2,289	2,289	2,289	10,273
	Major Infrastructure Projects							
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
	Planning & Transport	£000s	£000s	£000s	£000s	£000s	£000s	£000s
P202	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

	Total Major Infrastructure Projects	22,669	4,748	27,417	0	0	0	27,417
	Environmental Quality & Land Charges							
P155	Air Quality Monitoring	38	74	112				112
P125	Electric Vehicle Network	600	138	738	400	200		1,338
P170	Carbon	970	(105)	865				865

	Management-Fleet Challenge							
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
	Total Environmental Quality & Land Charges	4,442	1,177	5,619	1,500	300	0	7,419
	Total Regeneration	101,923	(1,353)	100,570	27,789	9,989	2,289	140,637
	TOTAL	147,102	11,106	158,481	42,794	16,844	9,971	228,090
	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
	Total	147,102		158,481	42,794	16,844	9,971	228,090

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
Cost Centre	Scheme name	20-21	Amendment/CFWD	20-21	21-22	22-23	23-24	Total 20-24

		Approved		revision	revision	revision	revision	
	Housing Revenue Account	£000s	£000s	£000s	£000s	£000s	£000s	£000s
P436	De-Designated Refurbishment			0				
P547	Major Aids & Adaptations	250		250	250	250	324	1,324
P412	Windows and Door Replacement	700		700	700	700	700	3,500
P422	Security & Controlled Entry Modernisation	483		483	493	493	0	1,952
P433	Capitalised VOIDS	60		60	60	60	60	300
P406	Stock Condition Survey			0				
P405	Tower and Ashbourne		693	693				
P432	RMI Remodelling and Investment	4,000	3,661	7,661				15,322

	Total Planned Maintenance - Capital	8,813	4,772	13,585	4,823	4,823	4,849	40,279
	Other							
P575	Affordable Homes	8,000		8,000	11,017			27,017
	Total Other	8,000		8,000	11,017	0	0	27,017
	TOTAL	16,813	4,772	21,585	15,840	4,823	4,849	47,097

	Funding							
	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)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14th September 2020

CONTACT OFFICER: Kassandra Polyzoides, Service Lead Regeneration Development
01753 – 875043

WARD(S): **Central, Chalvey & Elliman**

PORTFOLIO: Leader of Council and Cabinet Member for Regeneration and Strategy - Cllr Swindlehurst.

**PART I
KEY DECISION****CENTRE OF SLOUGH: REGENERATION FRAMEWORK MASTERPLAN****1 Purpose of Report**

- 1.1 On the 15 June 2020 Cabinet agreed the vision, objectives and principles of the Slough Regeneration Framework Masterplan.
- 1.2 The purpose of this report is to approve the final Slough Regeneration Framework (“the Framework”). The Slough Regeneration Framework is the council’s corporate spatial aspirations for the centre of Slough over the next 10-15 years.

2. Recommendation(s)/Proposed Action

Cabinet is requested to:

- a) Agree the Slough Regeneration Framework as set out in Appendices 1 & 2,
- b) Note that the Slough Regeneration Framework is a corporate vision statement rather than a statutory planning document; and
- c) Note that the Slough Regeneration Framework will be used to inform the emerging Local Plan Spatial Strategy and policies for the Centre of Slough and at this stage it will enter the public consultation process.

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

Setting clear aspirations that encourage the redevelopment of the Centre of Slough will make a significant contribution to the joint priorities captured within the Slough Wellbeing Strategy 2020-2025:

- Priority 1: constructing the new developments will improve local temporary employment opportunities as well as increasing apprenticeship opportunities enabling local people to start their working life well and improve their learning and skill base,
- Priority 2: coordinated and curated public spaces that are accessible to all will encourage integration and reduce inequality,
- Priority 3: promoting large scale architecturally designed mixed use regeneration schemes with high quality open spaces in the Centre of Slough, along with the prioritisation of walking and cycling routes, will encourage more

active lifestyles, improved mental health and wellbeing, increase life expectancy and encourage strong, healthy and attractive neighbourhoods; and

- Priority 4: The development and operation of new commercial premises within vibrant and mixed use schemes will create quality permanent local employment opportunities with fit for purpose buildings supported by a range of local amenities promoting workplace health within the borough.

3b. **Five Year Plan Outcomes**

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

- OUTCOME 1: The promotion of high quality public realm with a network of open spaces, improved walking and cycling routes and improved public transport will contribute towards Slough's children growing up to be healthy, happy and successful,
- OUTCOME 2: Improved access to walking routes, cycling routes and engaging public spaces will encourage healthier lifestyles helping our people to be healthier and manage their own care needs,
- OUTCOME 3: Encouraging large scale place shaping mixed use regeneration within the Centre of Slough will contribute to Slough being an attractive place where people choose to live, work 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: Encouraging large scale, place shaping, mixed use regeneration within the Centre of Slough will increase demand, footfall, vibrancy and activity in the town centre helping to attract, retain and grow businesses and investment that creates opportunities for our residents.

4 **Other Implications**

a) Financial

There are no financial implications associated with this report.

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 Slough Regeneration Framework set out in Appendices 1 & 2.	Market conditions – the global pandemic and associated economic recession may impact the viability of regeneration opportunities within the Centre of Slough	The Framework has tested that the redevelopment aspirations are feasible and realistic but acknowledges that each site will have it's own viability considerations	4	The Framework will allow SBC to continue to encourage and champion investment in the borough.
b) Note that the Slough Regeneration Framework is a corporate vision statement rather than a statutory planning document	The Framework won't carry material planning weight until it has been through public consultation.	The Framework will be used to inform the emerging Local Plan Spatial Strategy policies at which point it will become subject to public scrutiny.	4	Once the Framework has been through public consultation/ scrutiny developers and investors can start to rely on the capacities indicated within the document.
c) Note that the Slough Regeneration Framework will be used to inform the emerging Local Plan Spatial Strategy and policies for the Centre of Slough and at this stage it will enter the public consultation process	None	None		Once the Framework has been through public consultation/ scrutiny developers and investors can start to rely on the capacities indicated within the document.

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, any other considerations which may be expected to affect those matters and such other matters as may be prescribed or as the Secretary of State (in a particular case) may direct. 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 and must consult with the local planning authority of the neighbouring area in connection with such matters.

d) Equalities Impact Assessment

The public sector equality duty under section 149 of the Equality Act 2010 ("PSED") requires SBC to have due regard to: (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; and (ii) the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. 'Protected characteristics' are: gender, race and disability, sexual orientation, age, religion or belief, pregnancy and maternity and gender reassignment.

There are no equalities issues anticipated with this report.

5. **Supporting Information**

Background

- 5.1 In June 2020 Cabinet agreed the vision, objectives and principles of the Slough Regeneration Framework Masterplan ("the Framework").
- 5.2 The Framework is a statement of intent setting the Council's corporate vision and spatial aspirations for development in the town over the next 15 years. In setting the ambition and objectives as set out in section 5.4 below, the Regeneration Development team liaised and gained input from multiple services across the Council to ensure that the study took stock of and incorporated wider Council imperatives, existing and emerging strategies.
- 5.3 The Framework embraces and builds on the priorities of the Council's Five Year Plan 2020-2025, Interim Planning Framework, Slough Inclusive Growth Strategy 2020-2025 and the Transport Vision 2019. Looking further ahead, it will be closely tied to the emerging Local Plan Spatial Strategy and will be a major component of the emerging 2040 Plan.

Objectives and Principles of the Slough Regeneration Framework

5.4 The Framework aims to deliver the following objectives:

Objective 1	To deliver a 21 st century town centre that is accessible to everybody and enhances health and well being,
Objective 2	To develop a New Central Business District to the south of the railway station,
Objective 3	To revitalise the shopping and leisure offer in the town centre,
Objective 4	To deliver a range of new homes in the town centre,
Objective 5	To strengthen Slough's cultural offer,
Objective 6	To create a people focused public realm,
Objective 7	To improve connections between the town centre and Slough's neighbourhoods and the wider area,
Objective 8	To deliver a step change in the quality of design and architecture in the town centre,
Objective 9	To provide the right amount of car parking in the right locations; and
Objective 10	To deliver small interventions, events and early wins.

Role of the Slough Regeneration Framework

5.5 The Framework has a number of roles and purposes. It:

- sets a clear and overarching vision and spatial plan for the town centre that can guide development and regeneration in the centre of Slough,
- identifies the opportunities for growth and transformation at a town wide scale and then on a specific basis,
- identifies linkages and opportunities for improved movement, transport and access for people travelling by all modes but facilitates and encourages a shift to more movement by foot, bicycle and public transport,
- establishes design principles and development parameters at a town wide scale and then on a site-specific scale and the potential development quantum that could be delivered. This information will feed into the emerging Local Plan Spatial Strategy,
- identifies the potential meanwhile uses of sites pending more permanent development; and
- provides a strategic delivery plan setting out how projects might be phased, identifying priorities and delivery approaches.

The Slough Regeneration Framework

Step Change for Slough

5.6 The framework aims to transform the Centre of Slough into an attractive and vibrant urban centre, with economic opportunity and new transport infrastructure attracting business and reducing reliance on the motor vehicle.

5.7 Spatial fragmentations will be reconnected, underutilised and vacant buildings and spaces will be filled with places to live, work, shop and enjoy life both throughout the day and into the evening.

- 5.8 New diverse employment growth within a new Central Business District supported by Slough's enterprising young community will make Slough an even stronger economic driver for the region.
- 5.9 New economic opportunities will support demand for a range of housing across a spectrum of types and tenures that provides for a successful town.
- 5.10 Walkable tree lined streets fronted by attractive new buildings will replace clogged highways linking the centre with its parks and the Grand Union Canal. New public spaces will provide opportunity for the community to meet, relax celebrate and enjoy the town's rich and diverse cultural offer.
- 5.11 All of Slough's residents will benefit from the towns regeneration with increase access to jobs, new educational opportunities and skills training and enhanced digital connectivity: the restored health of the centre will flow across the entire borough enriching the lives and well being of Slough's people.

Understanding Slough

- 5.12 Slough is an exceptionally well-connected Borough, it is home to globally-important companies and has been voted the best place to work in the UK three years running (Glassdoor). Slough is also one of the UK's most multicultural places with its communities representing 80 different countries and speaking 150 languages and is the UK town with the youngest population. Slough is a hotbed of talent and entrepreneurship.
- 5.13 Slough has successfully attracted a huge number of businesses to the Borough and has the highest economic output per worker of any city in the country (ONS GVA data) but despite the economic success Slough still has areas of entrenched deprivation and poor health outcomes.
- 5.14 In many towns residential neighbourhoods rub up against the town centre. In Slough the catchment is restricted by road and rail infrastructure and by light industrial uses. So whilst Slough is strategically well connected, for many of its residents, walking into the town centre is not an attractive proposition.
- 5.15 There is a growing body of evidence (Bennett Institute of Public Policy. Townscapes: England's health inequalities) that suggest environmental factors underpin inequalities. Poor quality housing, lack of open space or an abundance of unhealthy outlets (e.g. fast food or vape shops) contribute to poor health outcomes. The spaces people use and the places they occupy encourage positive attributes for their physical, mental and emotional health.
- 5.16 The regeneration of the town potential development site (see Image 1 below) must benefit the whole community.

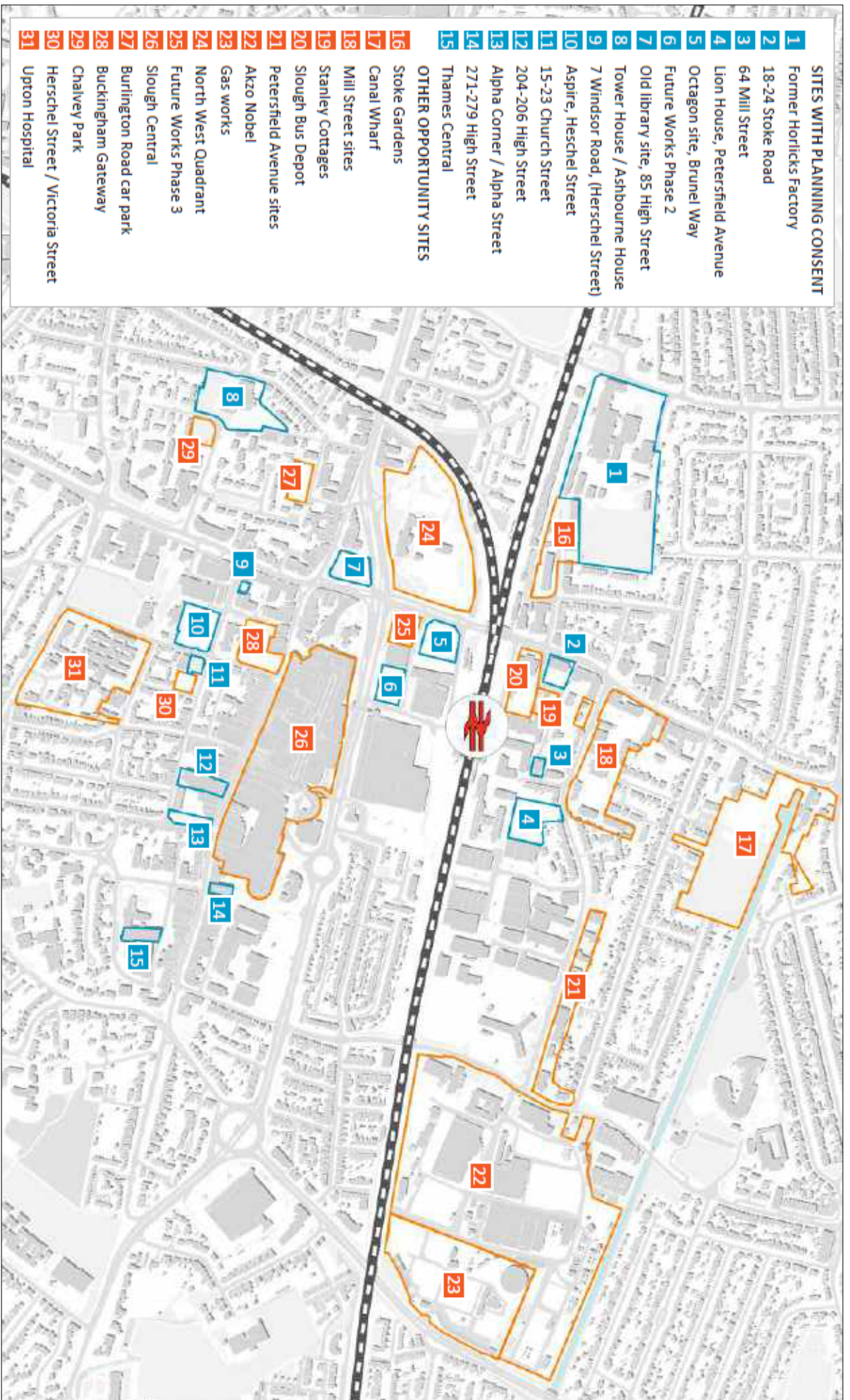


Image 1: Town Centre Sites

Vision for Slough

- 5.17 The Framework promotes connectivity between neighbourhoods and encourages active transport and movement across the town centre. This will support the Council's strong, healthy and attractive neighbourhood's programme and ensure inequalities are not exacerbated by any new development which may seem daunting or inaccessible to some of Slough's residents.
- 5.18 Delivering a step change in the Centre of Slough will not be delivered by building new homes alone but rather through the economic prosperity that comes with a new Central Business District ("CBD"). New jobs will support the local population, make town centre living more desirable and invigorate the retail, leisure and cultural activity in the town through increased weekday spending.
- 5.19 Creating vital and vibrant town centres means mixing uses so that there is activity at all times of the day. The traditional town centre with its shopping precinct, office quarter and residential hinterland is a thing of the past and creating a 21st century town means that leisure uses must be located to support office space, and a myriad of uses from cultural spaces, schools, doctors surgeries, gyms and dentists, cafes, hairdressers and bars are needed to support the increasing number of people that will be living in the centre.
- 5.20 The towns' shopping offer will be rationalised by nearly a half whilst ensuring what remains meet the needs of both the immediate resident catchment population as well as those people who are drawn to the centre from further afield.
- 5.21 The increase in people living and working in the Centre of Slough will start to change the dynamic of the town and help to support a richer and more diverse offer.

Masterplan

- 5.22 The illustrative masterplan which forms a spatial representation of the Slough Regeneration Framework (see Image 2 below) demonstrates how the centre of Slough can deliver approximately circa:
- 115 to 280,000 sq.m. of office floorspace,
 - 14 to 15,500 sq.m. of retail floorspace,
 - 6,700 sq.m. of leisure/ cultural floorspace,
 - 5,000 sq.m. of education/ innovation floorspace,
 - 48,000 sq.m. of industrial floorspace; and
 - 7,400 new homes.

Delivery Plan

- 5.23 The Slough Regeneration Framework contains a series of development projects. It sets out the sites that have scope for transformation and will shape the town centre for the next 15 years. The delivery plan describes each of the key sites on an individual, site by site basis.

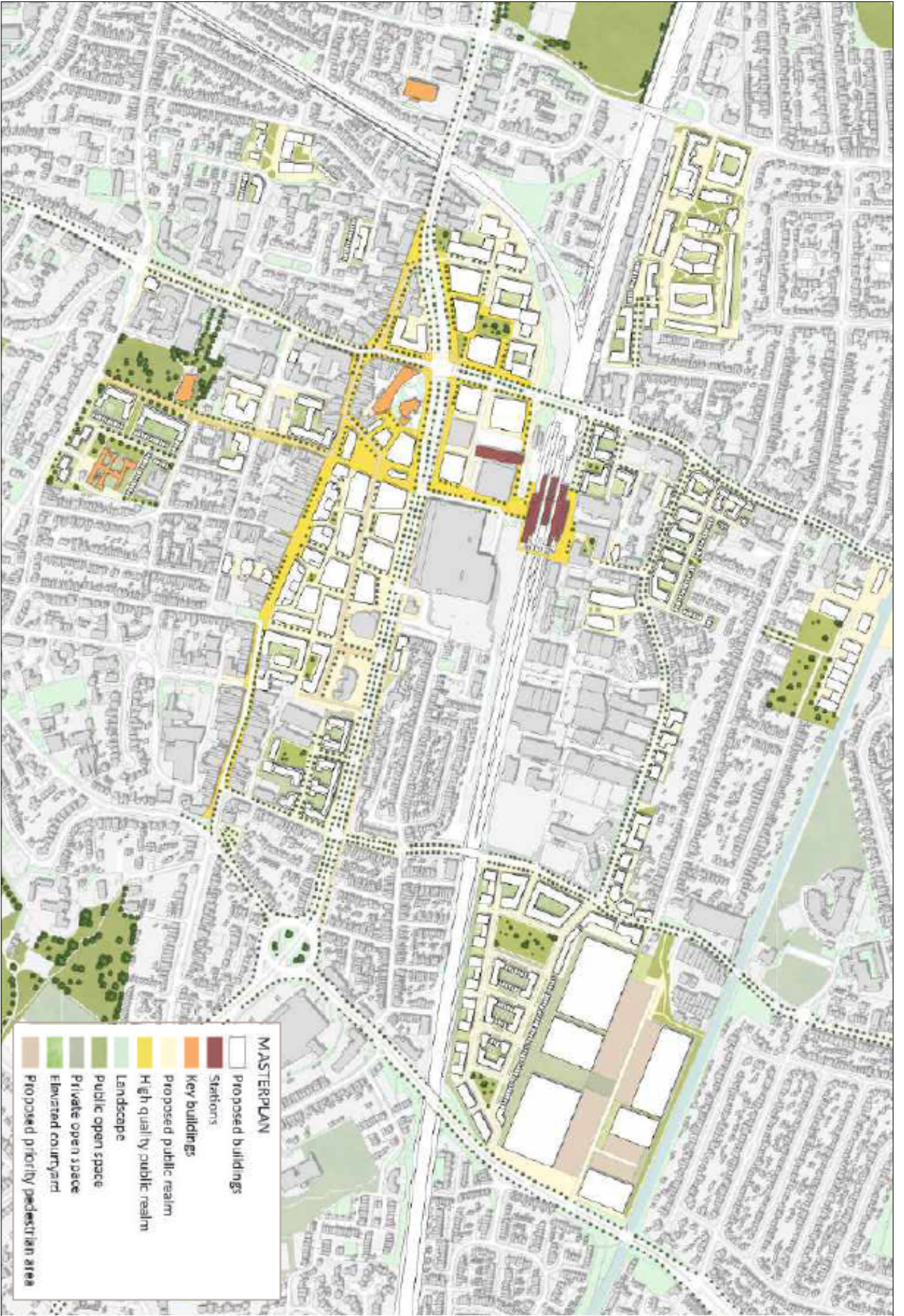


Image 2: Illustrative Masterplan for the Centre of Slough

Wider Implications for the High Street

- 5.24 In addition to the ramifications of a car-dominated town centre in relation to public health, there are also significant economic implications for the High Street. Numerous studies have now demonstrated the importance of pedestrians to the success of our High Streets.
- 5.25 In essence, those who walk have consistently been shown to spend more on their High Street over the course of a week than those who drive. Essentially, if making it easier for one person to drive to their High Street also discourages one person from walking then the net economic benefit is likely to be negative. The Framework therefore seeks to reverse the priority of motorist over pedestrian.
- 5.26 Creating a new civic square in the heart of the town at the meeting point of the north south Brunel Way/ Church Street axis and the east west aligned High Street and upgrading and improving the pedestrian link between the railway station, bus station, central Mass Rapid Transit stop and the High Street will encourage pedestrian access increasing the vibrancy, vitality and viability of the town centre.

COVID 19 Public Realm and recovery

- 5.27 Covid 19 has shed new light on the value of open space in peoples' lives with the benefits of access to open spaces, gardens and even balconies increasingly recognised and the inequalities for people who lack this fundamental human need sharply defined.
- 5.28 The design of public realm (the streets and spaces around buildings) is as important as the design of buildings. The public realm, together with landscape, can have a huge impact on the quality and experience of a place. It forms the backdrop to public activities and engagement and when designed well can encourage social interaction, act as meeting points for communities, add value to surrounding properties and generally add to the character of a town centre.
- 5.29 Trees and landscape incorporated into the public realm have multiple benefits: providing both physical and visual amenity, improving biodiversity, enhancing sense of place, assisting in enhancing air quality, softening the impact of buildings and structures; whilst indicating the passage of the seasons.
- 5.30 The emerging Public Realm Strategy will address and give further detail on public realm solutions, which will support, recovery, high quality design and material use, and people focused place making centred on modal shifts and public spaces which promote health & wellbeing.

6 Comments of Other Committees

- 6.1 This report is also being considered by the Planning Committee on the 9th September and Overview and Scrutiny Committee on the 10th September 2020.

7. Conclusion

- 7.1 The Slough Regeneration Framework contains the vision and objectives, which underpin our ambitions for the future of the Centre of Slough. The Framework also includes a series of proposals for the potential development of sites across the study area. It sets out which sites have scope for redevelopment and transformation and will shape the town centre over the next 15 years and beyond. It is visionary, yet provides flexibility to ensure that it can meet changes in market signals, particularly around economic and property related considerations.

8 Appendices

- Appendix 1 – Slough Regeneration Framework Executive Summary – August 2020
Appendix 2 – Slough Regeneration Framework – August 2020

9 **Background Papers**

Shaping Slough Town Centre: Regeneration Update Cabinet Report – June 2020

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SLOUGH REGENERATION FRAMEWORK

EXECUTIVE SUMMARY

SEPTEMBER 2020

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- 1 Slough railway station
- 2 Great Western rail line
- 3 Wellington Street
- 4 High Street
- 5 The Curve
- 6 Queensmere Shopping Centre
- 7 Observatory Shopping Centre
- 8 Slough bus station
- 9 Tesco superstore
- 10 North West Quadrant
- 11 William Street
- 12 Windsor Road
- 13 Salt Hill Park
- 14 Bath Road
- 15 The Adelphi
- 16 Windsor & Eton branchline
- 17 Former Horlicks factory
- 18 Stoke Poges Lane
- 19 Stoke Road
- 20 Petersfield Avenue
- 21 Wexham Road
- 22 Grand Union Canal Slough Arm
- 23 Akzo Nobel
- 24 Gas works
- 25 Uxbridge Road
- 26 Sainsbury superstore
- 27 Lascelles Park
- 28 Upton Court
- 29 Upton Hospital
- 30 St. Mary's Church
- 31 Herschel Park
- 32 M4 motorway
- 33 Slough Ice Arena
- 34 Slough Trading Estate



1. Introduction



Figure 1.1: Aerial image of Slough's Square Mile and its wider context

1.1 BACKGROUND

In March 2020 Slough Borough Council commissioned Urban Initiatives Studio (UIS) to prepare a Regeneration Framework for Slough's Square Mile. This sets a vision and spatial framework for development in the town over the next 15 years.

UIS have been supported in the study by Urban Movement who have provided transport, movement and public realm advice and by Montagu Evans who have provided property and delivery input.

Slough is an exceptionally well-connected Borough, it is home to globally-important companies and has been voted the best place to work in the UK three years running (Glassdoor). Slough is also one of the UK's most multicultural places with its communities representing 80 different countries and speaking 150 languages and is the UK town with the youngest population. Slough is a hotbed of talent and entrepreneurship.

The town has recently seen significant investment with new office buildings built close to the railway station, a new Cultural Hub, 'The Curve', opening immediately to the south and significant investment in the public realm and street network in the heart of the town.

A number of residential developments are currently under construction within the Square Mile both to the north and south of the railway line and significant planning consents have been granted including on the former Horlicks factory site.

The Square Mile is on the cusp of positive transformational change that will renew the centre for generations to come. The arrival of the Elizabeth line, together with an ambitious transport vision to implement Mass Rapid Transit across the Borough will bring even greater physical connectivity to the centre and the Council's embracing of innovation and smart technologies will match this with digital connectivity.

Town centres are changing with a shifting focus from shopping to experience and exchange. Slough is well placed to embrace these changes with significant sites in the centre that are ripe for development. A number of major schemes have already been brought forward and these have already changed the landscape of the centre, its image and external perception; others are about to start.

Major office and residential developments are being promoted that could deliver a comprehensive regeneration in the town and huge benefits to its economy, future prosperity and to the lives of all residents in the Borough.

This regeneration must respond to other issues that are shaping our towns and cities. In May 2019 the UK Parliament declared a Climate Emergency; the Council is responding by preparing a Climate Change Strategy and Action Plan to manage its carbon emissions. The way people move around, and to the Borough, will need to change with a shift to more sustainable transport modes and a move away from the private car.

The ongoing Covid pandemic has shone a stronger light on peoples' health and well-being; the value of access to open space and other amenities has been clearly highlighted. There are significant health inequalities in the Borough and addressing these is a priority for the Council as expressed through both the Inclusive Growth Strategy and the Council's Five Year Plan.



Consented scheme on the former Horlicks Factory site



The Curve - a new community building for the town

1.2 ROLE OF THE REGENERATION FRAMEWORK

Whilst there is a lot of development activity taking place within the Square Mile it is critical that this activity is co-ordinated and that it collectively delivers a coherent place. Development needs to be guided so that uses are in the right place, proposals respond to the character, identity and history of the town and buildings are brought forward at the right scale to create a place that people will continue to be proud to call home and that will attract further investment.

Critically it is the space between buildings, the streets and spaces, that can make or break a place. The Covid pandemic has demonstrated how important public space and the external environment are to health and well-being. The Regeneration Framework must promote a positive and people driven vision for Slough's Square Mile that aids recovery and delivers future resilience.

The Regeneration Framework has a number of roles and purposes:

- It sets out a clear and overarching vision and spatial plan for the Square Mile that can guide development and regeneration;
- It identifies the opportunities for growth and transformation at a broader Square Mile scale and then on a site specific basis;
- It identifies linkages and opportunities for improved movement and access for people travelling by all modes and encourages and facilitates a shift to more movement by foot, bicycle and public transport;

- It establishes design principles and development parameters for the Square Mile and at a site-specific scale and identifies the potential development quantum that could be delivered. This will feed into the emerging Local Plan;
- It identifies the potential for the meanwhile use of sites pending more permanent development; and
- It provides a strategic delivery plan setting out how projects might be phased and identifying priorities and delivery approaches,

The Regeneration Framework is aligned with a number of other Council strategies. These include the Transport Vision adopted in 2019; the Inclusive Growth Strategy; the Climate Change Strategy and the Council's Five Year Plan. A cultural strategy and a meanwhile use strategy are also being progressed by the Council.

The Regeneration Framework also forms a precursor to the preparation of a Public Realm Strategy for the Square Mile. The public realm concepts set out in the Framework will form the starting point for this more comprehensive Public Realm Strategy which will provide further detail and assign priority to proposals.

1.3 PREPARING THE REGENERATION FRAMEWORK

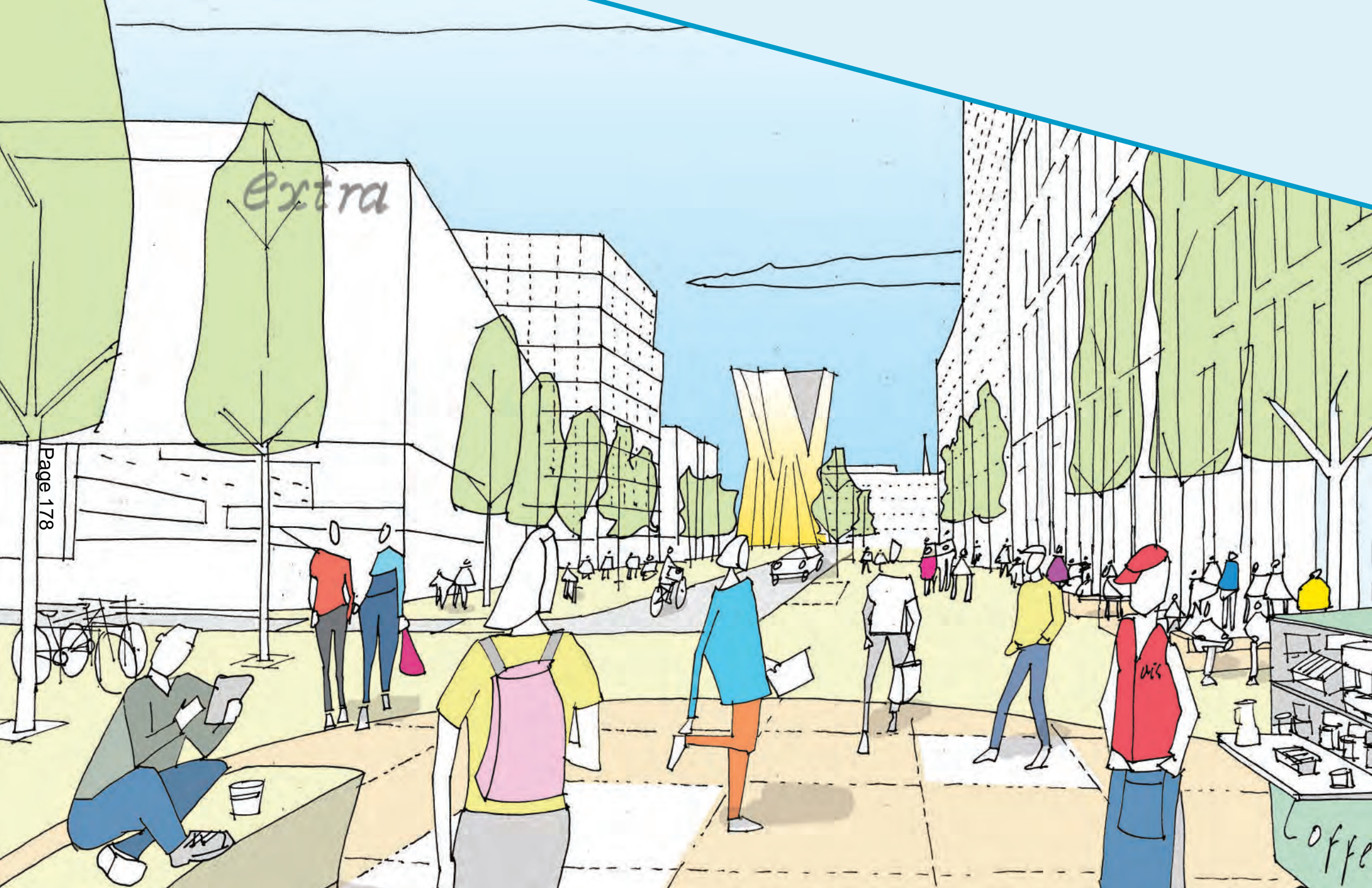
The Regeneration Framework has been prepared through a collaborative process working closely with, and reporting to the Town Centre Regeneration Group. Major landowners and developers have also been engaged in the process and have shared their proposals and aspirations for sites. Covid has placed some restrictions on the masterplan process with the wider stakeholder workshops that were originally envisaged not possible.

The ten spatial objectives that define the vision for the Square Mile and that are set out in Section 2 of this Summary document were endorsed by the Council lead members and by the Council Cabinet in June 2020.

Site options were prepared for many of the sites within the Square Mile and refined following an assessment of viability and deliverability.



Future Works in the heart of the town centre



2. Vision for Slough



The Future Brunel Way

2.1 A VISION FOR SLOUGH

Slough will be transformed. **A beautiful, vibrant new urban centre** with striking economic opportunity is waiting to be born out of its strong industrial past and entrepreneurial spirit. New transport infrastructure, including the Elizabeth line and a new Mass Rapid Transit, will improve access to the centre, **attracting businesses and reducing the reliance on the motor vehicle.**

Where the town is fragmented it will be reconnected. The town's under used buildings and its vacant spaces will be filled with **places to live, work, shop and enjoy life** both throughout the day and into the evening. A diverse mix of **new employment growth** will feed off the dynamism of the centre and Slough's **enterprising young community** and an expanded **Central Business District** will make Slough an even stronger economic driver for the region. These opportunities will spawn **new demand for different types of housing** and renew the existing residential communities establishing the mix of different household sizes, income and choice that are characteristic of a successful town.

Walkable tree lined streets fronted by attractive new buildings will replace clogged highways and link the centre with its beautiful parks and the Grand Union Canal. New public spaces will provide opportunity for the community to meet, relax, celebrate and enjoy the towns' **rich and diverse cultural offer.**

All of Slough's residents will benefit from the town's regeneration with increased access to jobs, new educational opportunities and skills training and enhanced digital connectivity; the restored health of the centre will flow across the entire Borough **enriching the lives and well being of Slough's people.**

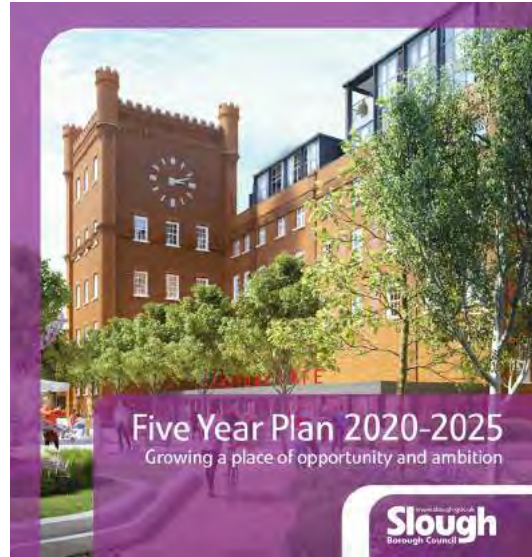
SLOUGH'S FIVE YEAR PLAN

Slough's Five Year Plan (2020-25) presents the Council Leadership Team's vision for Slough. It strives to make sure the growth Slough is enjoying is inclusive and that residents are able to access opportunities and services to help them build good lives for themselves and their families. The Plan sets out a series of priorities, including those with an economic development focus:

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

The Plan affirms the Council's commitment to the promotion of inclusive economic growth, ensuring the benefits from the regeneration and investment in Slough are shared by all residents.

The Regeneration Framework takes these priorities as a starting point for the spatial vision for Slough's Square Mile



2.2 SPATIAL OBJECTIVES

The spatial vision for Slough's Square Mile is set out in the ten objectives:

- **Objective One: To deliver a 21st century town centre that is accessible to everybody and enhances health and well being;**
- **Objective Two: To develop an expanded Central Business District to the south of the railway station;**
- **Objective Three: To revitalise the shopping and leisure offer in the town centre;**
- **Objective Four: To deliver a range of new homes in the Square Mile;**
- **Objective Five: To strengthen Slough's cultural offer;**
- **Objective Six: To create a people focused public realm;**
- **Objective Seven: To improve connections between the town centre and Slough's neighbourhoods and the wider area;**
- **Objective Eight: To deliver a step change in the quality of design and architecture in the Square Mile;**
- **Objective Nine: To provide the right amount of car parking in the right locations; and**
- **Objective Ten: To deliver small interventions, events and early wins.**

These objectives are detailed further on the pages that follow.



1

TO DELIVER a 21st century town centre that is accessible to everybody and enhances health and well being

- Prepare a **coherent and commercially viable strategy** that recasts the centre as a focus for entrepreneurial activity, jobs, shopping and culture throughout the day and evening;
- Ensure that the town benefits from 21st century **digital infrastructure** and attracts creative and digi-tech entrepreneurs and creative 'makers' to bring a new dynamism to the town centre;
- Plan for the long term, and make the town centre an **attractive and green place to invest**, establish a business, or live a healthy and happy life;
- Encourage a **shift from motorised travel to public transport, cycling and walking** to reduce carbon emissions and address air quality issues;
- Create stronger links to the natural environment and introduce **urban greening to increase biodiversity and enhance mental health**; and
- Deliver **fantastic sustainable buildings and architecture, public spaces and streets** and a place which residents will feel proud to call home.



2

TO DEVELOP an expanded Central Business District to the south of the railway station

- Deliver a **vibrant new office quarter** that takes full advantage of the enhanced access brought by the Elizabeth line and offers a high quality-working environment in the heart of the town;
- Provide **accommodation for a range of businesses** from established multi-national companies to new digital start-ups; and
- Provide **a focus for jobs in the town centre**, that reflects the town's strong entrepreneurial and industrial past and builds on the towns status as 'the best place in which to work' in the UK.



3

TO REVITALISE the **shopping and leisure offer** in the town centre

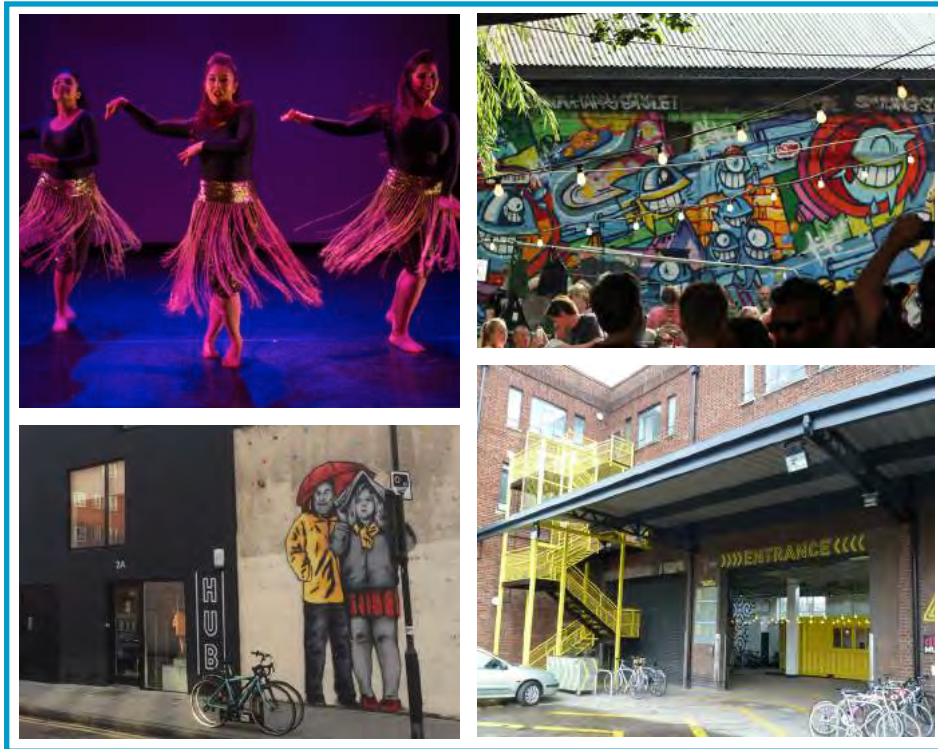
- Promote redevelopment of the town's shopping centres with these replaced with a **street based shopping environment** as part of mixed-use development;
- Focus on the quality of visitor experience with **enhanced leisure, cultural and food and drink offer**. This to include a town centre cinema and potential for street markets, events and meanwhile uses;
- Extend activity into the evening and establish a **strong evening economy** in the town; and
- Draw on the cultural diversity of Slough's residents to offer a **distinctive independent offer**.



4

TO DELIVER a **range of new homes** in the Square Mile

- Deliver a **significant proportion of the Council's housing need** within a highly accessible location;
- Increase the **catchment population to support a range of services** in the town centre;
- Deliver a **range of housing types and tenures** (including affordable homes), in response to the specific location and context of residential sites with higher density apartments close to the station and on central sites and more family accommodation on peripheral town centre site; and
- Ensure that appropriate **community infrastructure** is provided to meet future needs.



5

TO STRENGTHEN Slough's cultural offer

- Deliver **new cultural facilities and spaces** as part of a stronger cultural offer that will enhance the standing of the town and its cultural identity;
- Build on Slough's **multi-cultural and diverse community** and its grass roots arts and cultural organisations;
- Invest in **education, innovation and life long learning**;
- **Link cultural facilities** to complement the existing town centre offer including 'The Curve'; and
- Provide **affordable studios and start-up spaces** for creative industries.



6

TO CREATE a people focused public realm

- Enhance the attractiveness of the town centre through a **unified public realm** that seamlessly links different parts of the town centre with one another;
- Ensure that the main streets, including Wellington Street, William Street, Windsor Road and Stoke Road, are easy to cross for pedestrians;
- Deliver a **network of connected streets and spaces** that improves the town's sense of identity and legibility with new spaces providing a **focus for events and activities** within the town centre; and
- Improve linkages between the town centre and the green spaces on its edge.



7

TO IMPROVE connections between the town centre and Slough's neighbourhoods and the wider area

- Create a network of attractive and legible routes that **link the town centre with residential neighbourhoods**, employment areas and leisure attractions including the significant open spaces that surround the town;
- Promote and deliver **transport solutions**, (including a new Mass Rapid Transit system) that **favour walking, cycling and public transport**, as a means to access the town centre over the use of motor vehicles;
- Take advantage of the excellent public transport accessibility provided by the railway station and **the Elizabeth line**; and
- Ensure that walking and cycling into the town centre, and from the centre to employment sites and leisure destinations, becomes a realistic and **healthy choice for Slough's residents**.

8

TO DELIVER a step change in the quality of design and architecture in the Square Mile

- Establish **clear principles for the layout, scale and massing of development** across the town that reinforces the proposed network of routes and spaces in the town;
- Respect and **celebrate the town's history and heritage**, and consider views to and from the town when determining the form, layout and scale of new development;
- Promote new **buildings that positively respond to streets and spaces** whilst concealing servicing, parking and other non-active street frontages wherever possible;
- Minimise Co₂ emissions through sustainable building design;
- Locate buildings of civic importance in prominent locations and celebrate these through their architecture in order to aid legibility; and
- Utilise the **roofscape to deliver urban greening** and to take advantage of views to the wider countryside and to Windsor Castle.





9

TO PROVIDE the **right amount of car parking** in the **right locations**

- Deliver an appropriate level of car parking to meet the needs of the town whilst also recognising the need to reduce car borne trips;
- Locate **public parking at convenient locations** on the approaches into the centre so that visitors do not need to drive through the centre to access car parks;
- Ensure that the car **parking strategy is flexible and can embrace future changes** in mode share and allow conversion of surplus car parking in the future;
- Encourage a switch to electric vehicles and promote car club schemes; and
- In the longer term use **park and ride** to reduce private vehicular trips into the centre.

10

TO DELIVER **small interventions, events and early wins**

- Identify a programme of small interventions that **complement the larger scale development opportunities** but that are quicker and easier to implement in the short term;
- Interventions might include changes to parking management, temporary uses, public realm or shop-front improvements or arts installations;
- Celebrate the town's culture and community through events and activities that **bring life to the town centre**; and
- Encourage **community initiatives and activities** that bring greater pride and ownership in the town.

The principles combine in the **Spatial Plan for Slough set out in the next chapter.**

2.3 SPATIAL CONCEPTS

CHARACTER

The built form, and uses vary across the Square Mile shaped by the historic development and evolution of the town. Parts of the town have strong and coherent character; others are fragmented and offer significant opportunity for change. As new development comes forward the character of the town will change; and an important role of the Regeneration Framework is to guide this change so that each part of the Square Mile has a clear role and defined character.

The Regeneration Framework sub-divides the centre into a number of character areas and defines the mix of uses and activities and the scale of development for each. These are identified spatially in Figure 2.1.

Urban Core

This will be the heart of the town, a dynamic urban centre that provides a mix of offices, shops, cafes and restaurants and other amenities that drive the economy of the town, attract visitors and that forms a focus for the residents of Slough. This part of the town is likely to change the most with an expanded Central Business District delivered both around the station and on what is currently the Queensmere Shopping Centre.

The area will also become home to people attracted to the easy access to work, shopping and the new cultural and leisure facilities that will be established in the area.

Buildings on some sites in the northern part of this area will be at a city scale with an intensity that delivers energy and vitality to the centre and that also helps to deliver a new progressive identity.

Windsor Road

The area will continue to provide a mix of uses with the larger scale buildings defining the broad street and enhancements to the public realm will make this approach into the town more welcoming particularly for pedestrians and cyclists.

Stoke Road Corridor

This corridor will retain its mixed-use nature and public realm improvements will enhance the streetscape. To the east of Stoke Road the fragmented pattern of sheds and yards will be replaced with a coherent pattern of residential streets providing a new residential quarter linked with the railway station's northern entrance.

Horlicks / Stoke Gardens

The former Horlicks factory site will be redeveloped to provide a new residential quarter.

Akzo Nobel / Petersfield Avenue

The vacant Akzo Nobel and Gas Works site and some smaller sites on Petersfield Avenue, will bring new life to the area with a mix of new homes and employment space.

Bath Road

The main change in this area will be in the character of the streetscape with Bath Road being humanised from a busy and intimidating highway into a civilised street.

Herschel Village

To the south of the High Street the modest scaled residential terraces will be retained and enhanced. Vacant plots will be developed at a scale that is contextual with the terraces and the links to Herschel Park to the south enhanced through public realm improvements.

CONNECTIVITY AND OPEN SPACES

Improving connections and overcoming severance is fundamental to the vision for Slough's Square Mile creating an environment that is more attractive to pedestrians and cyclists, enabling residents to more easily access the Square Mile and to feel more connected with the town centre.

A network of new and improved routes and spaces are proposed making Slough a more pleasant and healthy place to live and work in.

Important moves are indicated in the spatial concept in Figure 2.1. These include:

1. Provision of new spaces in the centre that can provide locations to gather, meet, relax and play;
2. Introduction of a more permeable street-based urban form in the heart of the town between High Street and Wellington Street continuing the connected grid of streets that are found within the historic terraces area to the south;
3. Enhanced connections to and from the railway station to better integrate it into the network of routes in the town;
4. Improvements to routes across the railway lines;
5. Transformation of the environment on the main streets through the centre to turn these from imposing highways into civilised, tree lined streets; and
6. Enhanced connections from the town centre to residential neighbourhoods and to the open spaces located on the edge of the Square Mile and beyond.

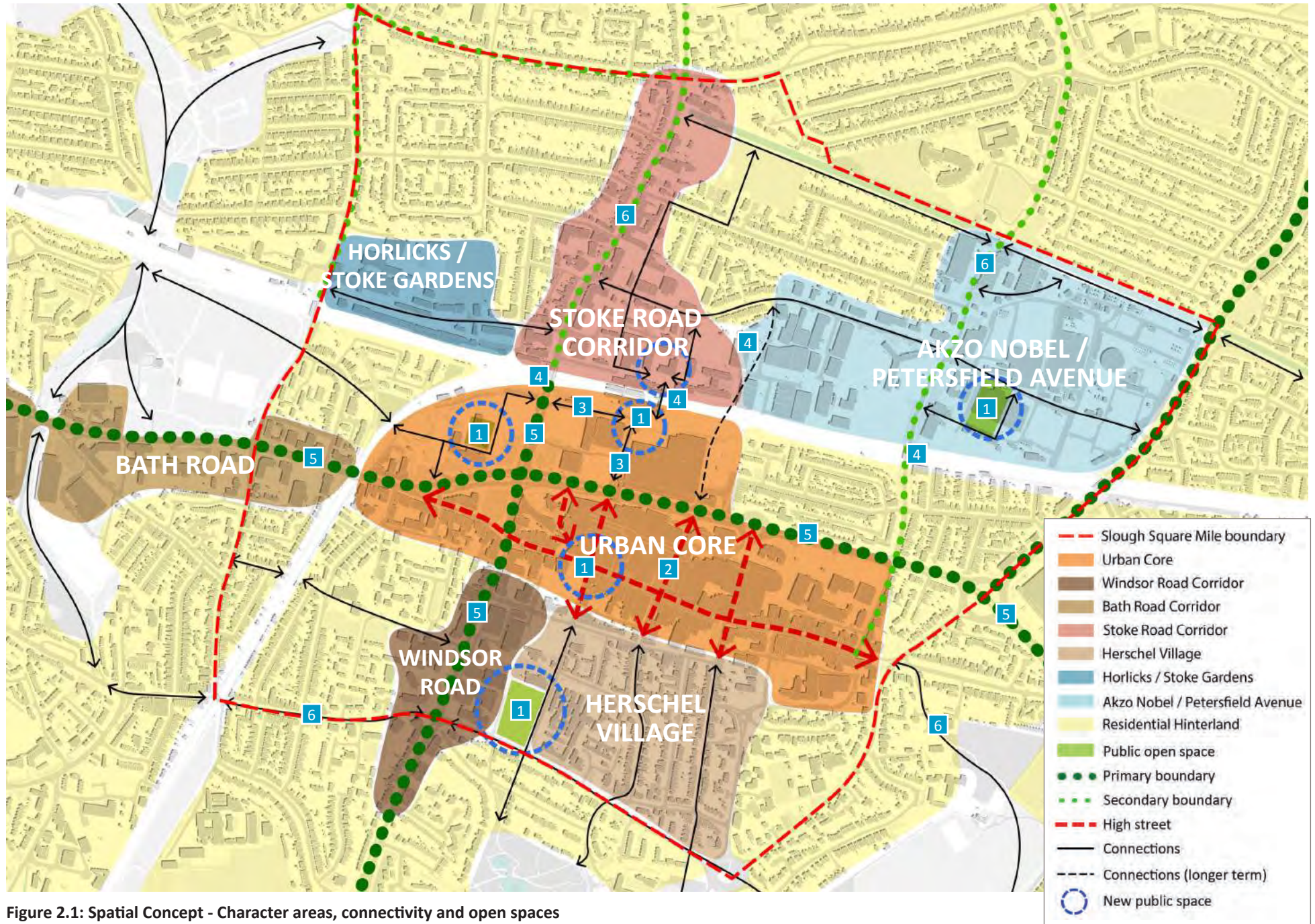


Figure 2.1: Spatial Concept - Character areas, connectivity and open spaces



Figure 3.1: Illustrative Masterplan

3. Masterplan



3.1 ILLUSTRATIVE MASTERPLAN

INTRODUCTION

The illustrative masterplan demonstrates how the principles set out in the vision for Slough's Square Mile could be successfully applied over the next 15 years.

It shows public realm improvements, new open spaces and potential building footprints. For development sites, simple building forms have been modelled and these have been used to estimate potential development capacities. The indicative proposals have been informed by deliverability / viability testing carried out by Montagu Evans. Where a planning application has already been consented on a site it is included within the plan.

In reality, the exact form and appearance of particular development will vary from those illustrated here. In general, the illustrated development on each site has been calibrated to provide a good quality of life for future residents, avoid impacts on the amenity of existing town centre users, provide ample public and private open space and deliver development quanta that contribute to the local need.

DEVELOPMENT POTENTIAL

The illustrative masterplan demonstrates how the framework can deliver approximately:

- 115 to 280,000m² office floorspace;
- 14 - 15,500m² retail floorspace;
- 6,700m² leisure / cultural floorspace;
- 5,000m² education / innovation floorspace;
- 48,000m² B8 industrial floorspace; and
- 7,400 new homes.

A more detailed estimate, providing a site by site breakdown, is provided in Figure 3.6 within the delivery section of this report. The new retail space indicated above does not take account of the loss of retail floorspace through redevelopment of the town's two shopping centres.

Other sites not identified in the Regeneration Framework may also come forward for development. These are considered as windfall.

Delivering a step change in Slough's Square Mile will not be delivered by building new homes but rather through the economic prosperity that comes with an expanded Central Business District. New jobs will support the local population, make town centre living more desirable and invigorate the retail, leisure and cultural activity and offer in the town.

The Regeneration Framework promotes a volume of office development that can deliver this step change. This volume is informed by the commercial approach taken by British Land / ADIA in relation to the Slough Central site rather than by being informed by market analysis and is in principle supported by the Council.

3.2 LAND USES

OVERVIEW

Creating vital and vibrant town centres means mixing uses so that there is activity at all times of the day. The traditional town centre with its shopping precinct, office quarter and residential hinterland is a thing of the past and creating a 21st century town centre means that leisure uses must be located to support the office space, and a myriad of uses from cultural spaces, schools, doctors surgeries, gyms and dentists, cafes, hairdressers and bars are needed to support the increasing number of people that will be living in the centre. A towns' shopping offer must meet the needs of both the immediate resident catchment population as well as those people who are drawn to the centre from further afield.

The increase in people living and working in Slough's Square Mile will start to change the dynamic of the town and help to support a richer and more diverse offer.

Whilst uses will be mixed across the Square Mile the Regeneration Framework identifies the locations where particular uses should be located in order to respond to existing character, take advantage of public transport accessibility or deliver vibrancy and activity to a particular part of the centre.

OFFICE / EMPLOYMENT

The Regeneration Framework promotes a step change in the town centre delivered through the expansion of the CBD. This will take in sites to the south of the railway station, some of which have already been developed for office (Porter Building and Future Works), sites on William Street and with the concentration of office buildings on the Slough Central site. This will transform the environment on Wellington Street, provide a positive sense of arrival into the town and project an image of prosperity and success, changing perceptions of the town.

Office buildings will be large footprint and provide Grade A office accommodation; it will however be important to ensure that a range of accommodation, at a range of rents is provided within the Square Mile supporting and attracting a variety of occupiers from start ups, to larger companies looking for an HQ.

RETAIL

High Street is the main shopping street in Slough and this will continue to be the case in the future however the changing retail environment means that the overall amount of retail floorspace in the centre is likely to reduce significantly with space in the shopping centre replaced by a street based environment. Retail uses rely on footfall and changes in the centre that increase permeability to the High Street will be important to its future success.



The expanded Central Business District should be developed around a high quality public realm

LEISURE / CULTURAL USES

Leisure and cultural uses are an increasingly important part of the town centre mix with many people coming to the centre as a social activity rather than to shop. Leisure uses in the Square Mile should go hand in hand with the delivery of a high quality public realm and food and beverage uses are promoted around the new civic square in the Slough Central site, on the eastern and western ends of the High Street, and on Brunel Way, close to the station.

A town centre cinema is also promoted in the Slough Central site (to replace the existing cinema in the Queensmere Centre).

RESIDENTIAL

The Regeneration Framework identifies potential for 7,400 new homes across the Square Mile. Delivering a mix of homes of varying size and tenure will be important to creating a mixed and balanced community in the town and ensuring that new homes are available to Slough's existing residents. Planning policy requires that affordable homes are delivered as part of new development.

For many of the Regeneration Framework sites there is opportunity to deliver homes at high densities and residential dwellings on these sites will take the form of apartments. On less central sites a proportion of homes should be provided as family houses.

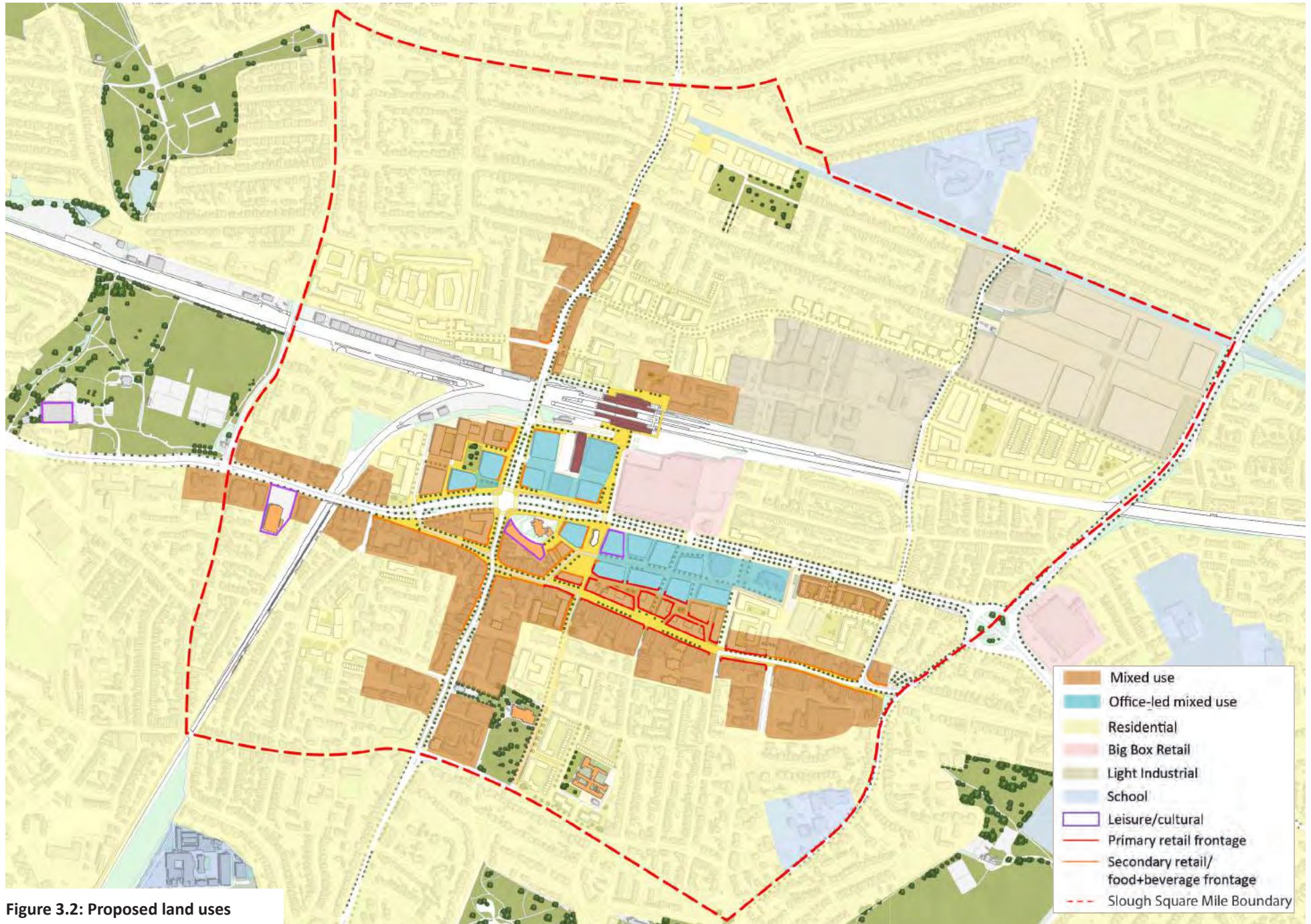


Figure 3.2: Proposed land uses

3.3 BUILT FORM AND HEIGHTS

FRONTAGE AND ENCLOSURE

A major issue within Slough's Square Mile is that many streets, beyond the High Street, do not benefit from either active frontage or enclosure and definition by buildings.

The scale of redevelopment coming forward in the Square Mile is transformative and, if coordinated, presents an opportunity to establish a coherent block structure in areas that are currently fragmented or lack permeability. Comprehensive and joined-up design thinking can ensure that development encloses and fronts onto street spaces, that permeability through the town is improved and that opportunities for more and varied uses are created. New developments will have to be designed to a consistent building line with entrances on the street. Blank frontages on side roads should be minimised.

The illustrative masterplan (Figure 3.1) shows how bringing forward development on the main sites across the Square Mile can achieve this.

For main streets, active frontages should be proposed at ground floor level. It is recognised that retail or food and beverage uses will not be appropriate everywhere and nor will there be sufficient demand to support retail uses away from central sites and on those streets with a lesser footfall. Alternative uses that may provide ground floor activity in these locations may include smaller scale offices, workspace, community or cultural use.

BUILDING HEIGHTS

The height of new developments in Slough will need to respond to the existing or emerging character of the parts of the Square Mile within which they are located.

Figure 3.3 indicates broad building height zones for different parts of the Square Mile responding to the existing and proposed character. These heights have been informed by the modelling work and the need to create a skyline for the town that creates a harmonious and positive image and that works from different vantage points.

The height of any proposed new development will need to respond to the particular characteristics of its site and location within the Square Mile.

There are already a number of taller buildings within the Square Mile and in the right places they can play a role in the intensification of the town and in defining its character and identity. Tall buildings in the wrong places, or with excessive height, can be detrimental, lead to a fragmented skyline, harm the setting of the town's heritage assets and undermine the integrity of its townscape character.

Figure 3.3 indicates locations where tall buildings may be appropriate in the centre. In these locations a tall building can help to enhance the legibility by marking an important location within the town's structure, reinforcing a point of arrival or indicating the primacy of a particular use (e.g. the railway station).

More detailed guidance on building height is provided within the full Regeneration Framework document.



Slough's skyline viewed from Upton Court Road across Lascelles Park from the south east of the Square Mile (blue buildings are existing; yellow consented; and orange representations of the scale of development promoted through the Regeneration Framework). This establishes a harmonious skyline where greater height marks the centre of town

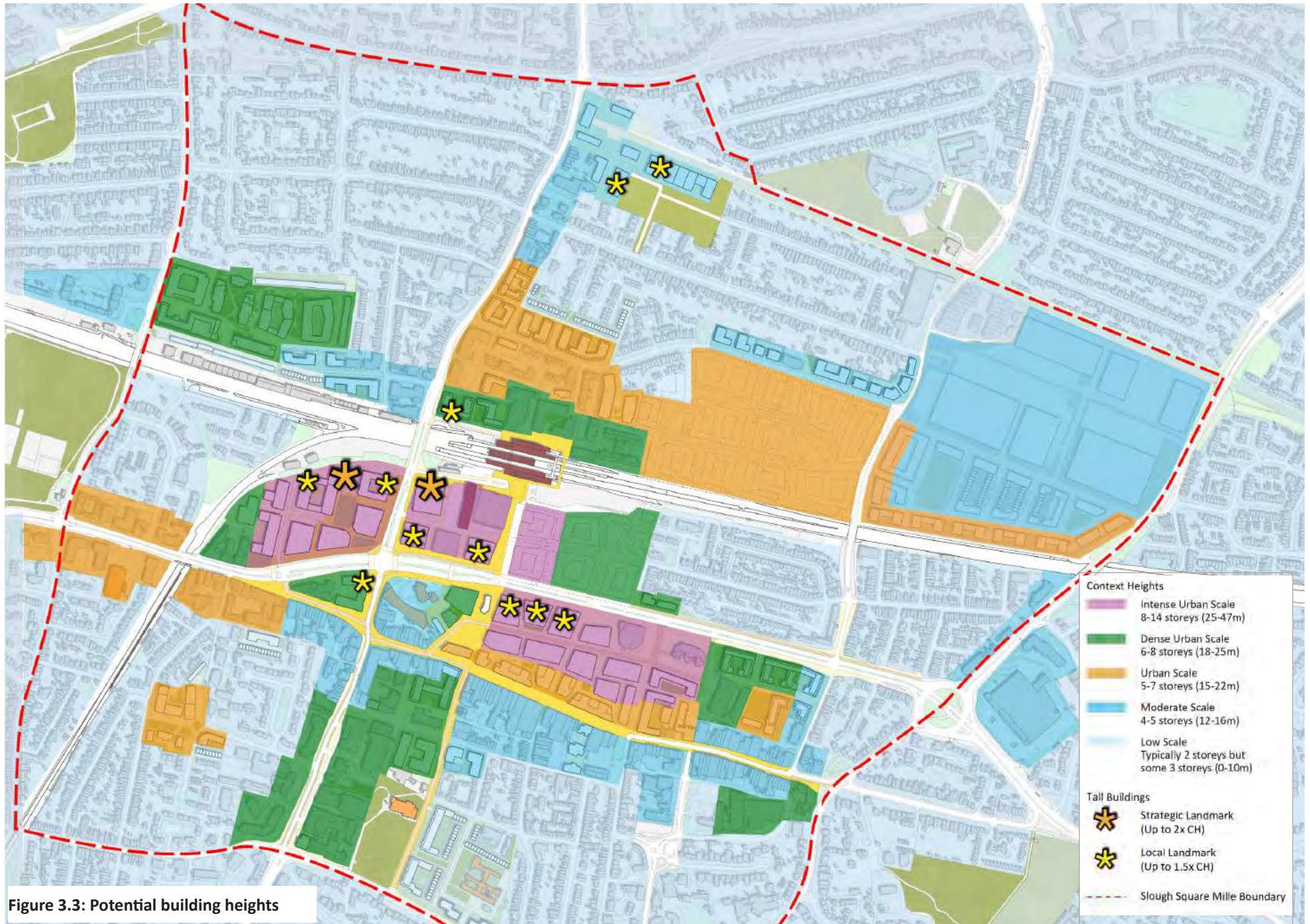


Figure 3.3: Potential building heights

3.4 MOVEMENT AND TRANSPORT

A VISION FOR THE FUTURE

Slough Council adopted its 'Town Centre Transport Vision' in February 2019. This recognises that transport will play a vital role in delivering wider policy objectives for the town, including the significant levels of redevelopment described within this Regeneration Framework. Equally, the Regeneration Framework should help to facilitate the Transport Vision and maximise the benefits that it can bring.

The Transport Vision promotes the following key principles:

- Make public transport the dominant mode of travel to and from the centre of Slough and the rest of the Borough and beyond;
- Provide the capacity for movement to and from the centre of Slough, in the form of a high quality, reliable, high capacity public transport network, which enables a higher scale of development.;
- Maximise the benefits of enhanced strategic public transport connectivity to London, Heathrow Airport and the wider Thames Valley;
- Make walking and cycling to and from the centre of Slough an attractive option, and greatly improve the permeability of the centre of Slough for pedestrians;

- Create an attractive environment in which people are put first in terms of movement and use of space for interaction, creating safe, healthy and vibrant urban spaces which encourage people to live, work and relax locally;
- Use the high-quality design of transport infrastructure to enhance the quality of the public realm;
- Significantly reduce the dominance of the car as a mode of travel to, from and through the centre of Slough; and
- Minimise the impacts of roads, parking and motorised vehicles on the urban realm and on people, including improved air quality and road safety.

Most importantly, the Transport Vision seeks to deal with the problems of a car dominated town centre to achieve benefits in terms of local air quality, road safety and the quality of the urban realm. Improved journey times for buses and more space for pedestrians and cyclists would also result, and such changes are necessary in order to create a more attractive, healthy and vibrant urban core.



A re-imagined A4 incorporating the MRT (note the sketch shows a tram although the MRT may not take this form)

TRANSPORT PROPOSALS

At the heart of an improved public transport offer for Slough is a proposed Mass Rapid Transit (MRT) network derived from a phased enhancement of the current 'SMaRT' network. The other major change to public transport serving Slough will be the arrival of the Elizabeth line.

The full MRT network could include a number of corridors, not only connecting the town centre with the trading estate and Heathrow Airport, but also Windsor, Uxbridge, Wexham Park Hospital, and key development sites including the northern expansion. Whilst the exact alignment of the final variant of the MRT has yet to be finalised, for the purposes of the Regeneration Framework it has been assumed that the east-west spine will simply follow the A4 Bath Road / Wellington Street.

The Regeneration Framework aims to make walking and cycling a more attractive option and ensure that for journeys under two kilometres walking should be the first choice for most people most of the time. Similarly, for journeys up to five kilometres cycling should be the first choice for most people most of the time.

To achieve this a network of continuous, safe and legible routes are proposed with pedestrians and cyclists fully segregated from vehicular modes on main roads (refer to Figure 3.4).

Further detail on transport proposals can be found within the full Regeneration Framework document.



Figure 3.4: Proposed future cycle network (this also indicates the walking network). The longer term potential for additional crossings over the railway are also indicated on this plan

3.5 STREETS, SPACES AND PUBLIC REALM

STREETS AND SPACES

Delivering transformational change in Slough will require more than new buildings. Equally important will be the space between these buildings. Delivering a more connected network of routes and spaces will be critical to creating a place that people will enjoy spending time in, a place that will attract investment and a place that will deliver healthy and fulfilling lives.

The Regeneration Framework promotes a number of new spaces in the centre; redefines the way that other spaces are used and establishes a framework that will make the links to existing spaces on the periphery of the town more attractive to use.

The important spatial elements are identified below and in the adjacent Figure 3.5.

- 1. Civic Square** – a new public square in the heart of the town at the meeting place of two of the most significant routes; the north to south Brunel Way / Church Street axis and High Street. This predominantly hard surfaced space will provide the focus of civic life in the town; a place to gather, to celebrate and to have fun;
- 2. Brunel Way** – this route provides the link between the railway station and the town's two largest regeneration sites the North West Quadrant and Slough Central and beyond to the High Street. These routes must be designed as a seamless and attractive pedestrian connections to and from the station;
- 3. Wellington Street** – new development will start to change the character of this street providing enclosure and animation. However transforming the environment for pedestrians and cyclists will be needed for this street to fully contribute to Slough's future success;
- 4. High Street** – new development to the north will transform the central setting of High Street and turn it from a linear processional route to one that interfaces with a more permeable fabric in the Slough Central site. The public realm will require an upgrade and there is opportunity to give further priority to pedestrians at both the western and eastern ends;
- 5. Windsor Road** – this route forms the main southern approach into the town and is already well defined by buildings of civic scale. It has potential to become a grand tree lined, civic avenue;
- 6. Church Street** – This important north to south street provides a connection to St. Mary's churchyard and Herschel Park. This link can be made more legible through a coordinated public realm treatment and tree planting that delivers greater priority to pedestrians;
- 7. St. Mary's Churchyard** – this is one of the few green spaces within the Square Mile. The potential for part, or all of it, to offer a quiet and contemplative public space should be investigated;



A more animated eastern High Street with wider footways and cafe seating

- 8. Stoke Road / Wexham Road / Uxbridge Road** – these three routes provide important connections into the town centre from the north. A unified and consistent public realm treatment that prioritises the environment for pedestrians and cyclists is required to encourage more walking and cycling into the centre from the neighbourhoods to the north;
- 9. Petersfield Avenue** - this route provides an important west to east connection and walking route between Stoke Road and Wexham Road and potentially onwards to Uxbridge Road through the Akzo Nobel and former Gas Works sites when these are brought forward for development. The route can also serve to link residential areas to the northern entrance to the railway station. The public realm needs improving on this route to deliver continuous footways and with tree planting improving the streets quality, and breaking up the visual impact of on street car parking.
- 10. New pocket parks** – On larger development sites there is potential to deliver small public spaces that can provide places for relaxation, children's play, and that soften the built form through landscape.



Figure 3.5: Proposed network of streets and spaces



Trees enhance this cycle route



Incorporating street trees and planting into the streetscape (Maid Marian Way, Nottingham)



Roof gardens can provide amenity with a view



STREET TREES / PUBLIC REALM IMPROVEMENTS

There can be no doubt that street trees can make a huge contribution to the character and quality of an area providing both physical and visual amenity, improving biodiversity and enhancing sense of place.

The Regeneration Framework promotes tree planting within the streets and spaces within the Square Mile and this is indicated in the illustrative masterplan. On main routes avenue tree planting is advocated providing continuity, reinforcing the street space as well as protecting pedestrians from traffic and providing shelter from the elements (rain and sun).

Every effort should be made to ensure that trees are planted wherever this is practically possible however it is also recognised that in some locations narrow footways, underground services or a general lack of space may make this difficult to achieve. Where this is the case opportunity to introduce greenery in other forms from rain gardens to green walls should be taken.

The species selected must be suitable to the location with consideration given to the mature size of trees, their growth pattern and form and future management and maintenance.

LANDSCAPE, ROOF GARDENS AND GREEN WALLS

There are currently few open spaces in the Square Mile and whilst there are some opportunities to provide additional spaces as part of new development, larger open areas are located further afield on the edge of the centre.

This means that the town must be creative with the space that it has. There is considerable opportunity for tree planting to green Slough's streets and ground level planting along main streets can change the character.

Slough should also look to the towns' roofscape to add greenery and biodiversity. Roof gardens, green walls, when well designed, can deliver considerable amenity. In Slough there is the added benefit of views to Windsor Castle to add to the offer.

3.6 DELIVERY

DELIVERY PLAN

The Regeneration Framework contains a series of development projects. It sets out the sites that have scope for transformation and that will shape the Square Mile over the next 15 years and beyond. It is visionary, yet provides flexibility to ensure that it can meet changes in circumstances, especially economic and property related.

The sites and the potential development quantum for each are summarised in the adjacent table (Figure 3.6). Site locations are indicated in Figure 3.7 on the following page.

Delivering change in Slough's Square Mile will need to be supported by activity from a wide range of stakeholders, delivery partners and agencies – both public and private.

While Slough Borough Council is expected to play a central role (including as landowner, economic development, highways and planning authority – it too may use its powers where necessary to enable development, such as Compulsory Purchase) other agencies will also be fully expected to contribute to its delivery. Without this, the masterplan will not come to fruition.

A delivery plan is provided within the full version of the Regeneration Framework identifying agencies that may be involved in enabling, funding and delivering the projects, the delivery mechanisms and potential sources of funding for those proposals that are less commercial in nature.

	SITE	OFFICE Sq m (nia)	RETAIL Sq m (nia)	LEISURE Sq m (nia)	INDUSTRIAL Sq m (nia)	RESIDENTIAL Units
1	Former Horlicks Factory site	0	239	0	0	1,300
2	Stoke Gardens	0	0	0	0	127
3	Stoke Wharf	0	0	0	0	320
4	Mill Street sites	1,970	0	0	0	429
5	Stanley Cottages	0	0	0	0	36
6	Petersfield Avenue	0	0	0	0	124
7	North West Quadrant*	28,000 - 43,500	2,400 - 4,000	0	0	1,300
8	Octagon Site	12,075	326	0	0	0
9	Future Works	25,065	0	0	0	0
10	Old Library site**	0	460	0	0	64
11	Slough Central	50,000 - 200,000	10,000	5,000	0	1,000
12	Tower House / Ashbourne House	0	0	0	0	77
13	Chalvey Park site	0	0	0	0	36
14	Burlington Road car park	0	0	0	0	48
15	Buckingham Gateway	0	376	1,730	0	175
16	Aspire, Herschel Street	0	0	0	0	238
17a	Herschel Street site (15-23 Church Street)	0	0	0	0	41
17b	Herschel Street site (Victoria St Junction)	0	0	0	0	36
18	Upton Hospital	0	0	0	0	294
19	Akzo Nobel	0	0	0	36,785	1,000
20	Slough Gas Works	0	0	0	11,430	217
21	18-24 Stoke Road	0	0	0	0	40
22	Lion House, Petersfield Avenue	0	0	0	0	155
23	7 Windsor Road	0	0	0	0	24
24	204-206 High Street	0	0	0	0	94
25	271-279 High Street	0	0	0	0	65
26	Alpha Corner	0	134	0	0	14
27	Alpha Street	0	0	0	0	14
28	Thames Central	0	0	0	0	146
	TOTAL	117,110 - 282,610	13,935 - 15,535	6,730	48,215	7,414

*NWQ also includes 5,000m² educational / innovation space **Old Library includes 244 hotel bed spaces

Figure 3.6: Potential development quantum from opportunity sites (excludes longer term strategic sites)

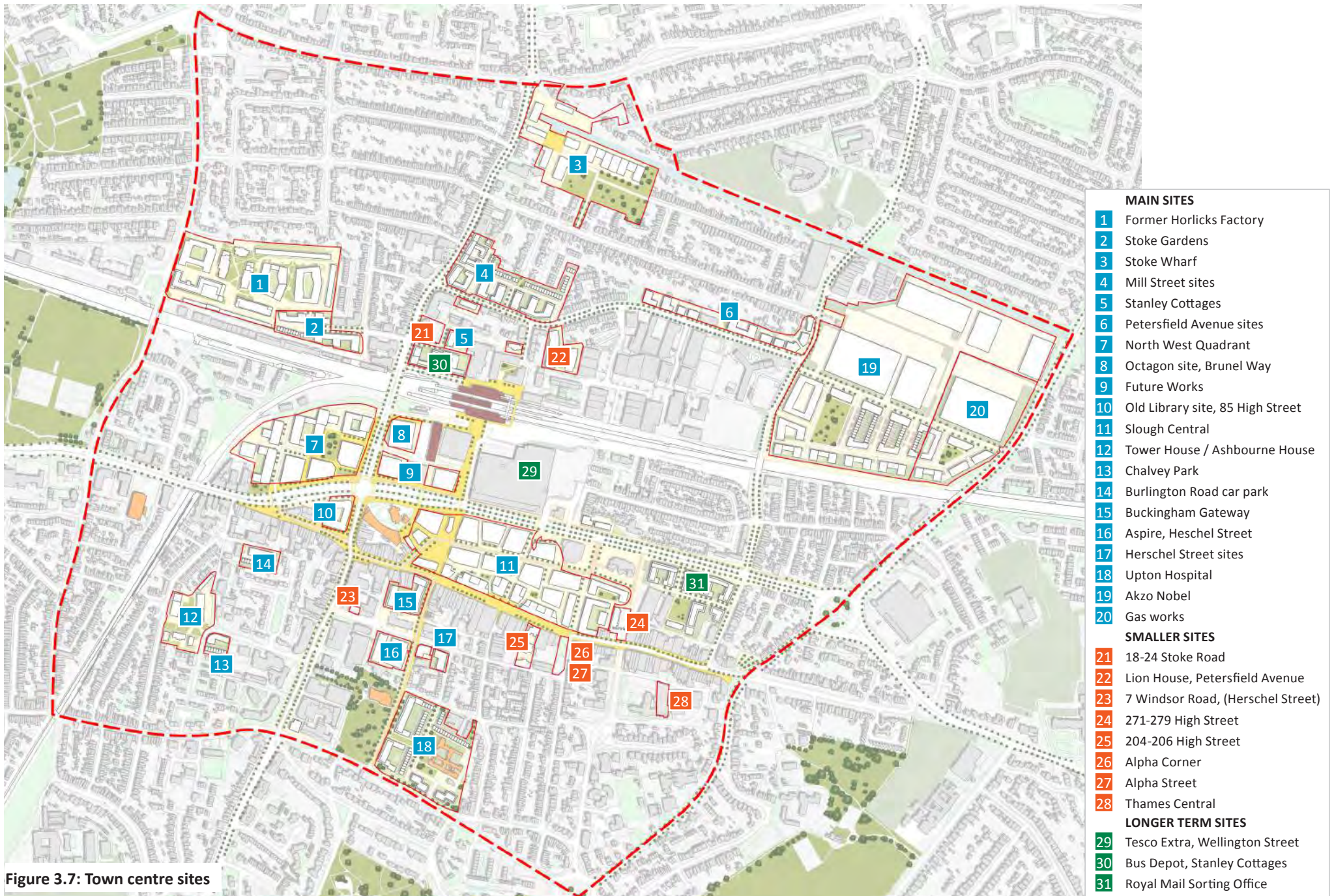


Figure 3.7: Town centre sites

SCHEME PHASING

Phasing of development shows strong activity in the near term – perhaps spurred on by the anticipated arrival of the Elizabeth line. Yet, there is also very significant development activity forecast for the mid to long term, particularly given many larger sites will be coming through the development pipeline over that time.

Planning consent has already been granted for proposals on many of the sites and construction is underway on some of these. This is indicated in the adjacent table.

OPPORTUNITY

The scale of opportunity in Slough is enormous and the Council is ambitious to deliver change that will bring increased prosperity for its residents and that will renew the centre.

The Regeneration Framework has been prepared to help to guide and steer the change, to ensure that it is co-ordinated and planned and to deliver a step change in the quality of the centre for Slough's residents and businesses.

	SITE	STATUS	YEARS 0-5	YEARS 6-10	YEARS 11-15
1	Former Horlicks Factory site	Planning permission			
2	Stoke Gardens				
3	Stoke Wharf				
4	Mill Street sites				
5	Stanley Cottages				
6	Petersfield Avenue				
7	North West Quadrant				
8	Octagon Site	Planning permission			
9	Future Works	Outline consent			
10	Old Library site	Under construction			
11	Slough Central				
12	Tower House / Ashbourne House	Planning permission			
13	Chalvey Park site				
14	Burlington Road car park				
15	Buckingham Gateway				
16	Aspire, Herschel Street	Under construction			
17a	Herschel Street site (15-23 Church Street)	Planning permission			
17b	Herschel Street site (Victoria St Junction)				
18	Upton Hospital				
19	Akzo Nobel				
20	Slough Gas Works				
21	18-24 Stoke Road	Prior approval			
22	Lion House, Petersfield Avenue	Under construction			
23	7 Windsor Road	Under construction			
24	204-206 High Street	Planning permission			
25	271-279 High Street	Outline consent			
26	Alpha Corner	Under construction			
27	Alpha Street	Under construction			
28	Thames Central	Prior approval			

Figure 3.8: Anticipated phasing of development on opportunity sites



encourage more active lifestyles, improved mental health and wellbeing, increase life expectancy and encourage strong, healthy and attractive neighbourhoods; and

- Priority 4: The development and operation of new commercial ground floor premises within a vibrant mixed use scheme will create quality permanent local employment opportunities, in a canal side setting, promoting workplace health within the borough.

3b. **Five Year Plan Outcomes**

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

- OUTCOME 2: creating engaging canal side public spaces will encourage healthier lifestyles helping our people to be healthier and manage their own care needs,
- OUTCOME 3: a mixed use regeneration at the end of the Grand Union Canal will contribute to Slough being an attractive place where people choose to live, work 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: a significant regeneration scheme within the central ward of Slough will increase demand, footfall, vibrancy and activity in the town centre helping to attract, retain and grow businesses and investment that creates opportunities for our residents.

4 **Other Implications**

a) Financial

SUR is a Limited Liability Partnership owned by Slough Borough Council (“SBC” or “the Council”) and Morgan Sindall Investments Ltd (“MSIL”). Part of its objective is to make a commercial return for the partners. The delivery cost of the scheme is covered by development sale receipts.

Stoke Wharf Development LLP (“SWD LLP”) is a Limited Liability Partnership owned by SUR and Waterside Place (a joint venture between the Canal and River Trust (“CRT”) and Muse).

On General Fund sites such as the SBC owned elements of Stoke Wharf; the land value represents the Council’s equity investment into SUR. This equity investment is documented in what is termed a loan note. The loan note put simply is a document which records the fact that the Council has loaned money to SUR which is intended to be repaid on the development’s completion. Because the land value represents the Council’s “equity investment” in SUR, the risk of the development and land value remain with the Council. As a result the precise level of capital that will be returned to the Council at the end of the development will depend upon whether there are sufficient funds available from the eventual sale of the completed development.

Based on the current development appraisals the Gross Development Value (“GDV”) of the scheme is in the region of £100m. SBC will receive best consideration for its land holdings whilst participating in SUR’s share of any development profits made upon completion of the development (provided it retains a 50% equity stake and subject to any future agreement to relinquish profit share).

All reasonable acquisition and development costs incurred by SBC will be added to the minimum land value and recovered on repayment of the loan note.

Land values for the Travis Perkins site (acquisition costs plus reasonable development and holding costs) and for SBC's original land holdings (comparable rate per square metre as the existing use value being paid for Canal and River Trust land holdings) will be realised by the Council.

b) Risk Management

Recommendation from section 2 above	Risks/Threats / Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
a) the Draft Indicative Site Development Plan appended to this report is approved	Market conditions – the global pandemic and associated economic recession may impact the schemes viability.	Abortive project costs are shared between the JV partners	6	The Stoke Wharf LLP Board comprises directors from the public and private sectors with experience in regeneration developments.
b) authority is delegated to the Interim Director of Regeneration, in consultation with the Leader, to relinquish some or all of Slough Borough Council's anticipated profit share from Stoke Wharf Development LLP to ensure that the level of affordable housing on site moves further towards policy compliance	SBC will forgoing part or all of it's anticipated profit share but taking the same level of speculative development risk	The Stoke Wharf LLP development managers have significant experience in regeneration development.		The Stoke Wharf LLP Board comprises directors from the public and private sectors with experience in regeneration developments.

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, any other considerations which may be expected to affect those matters and such other matters as may be prescribed or as the Secretary of State (in a particular case) may direct. 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 and must consult with the local planning authority of the neighbouring area in connection with such matters.

d) Equalities Impact Assessment

The Stoke Wharf 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 Stoke Wharf (formerly known as the Slough Basin) site is a 3.3. ha brownfield site located approximately 500m north of Slough railway station, at the end of the Grand Union Canal.
- 5.2 The concept of Slough Basin has been promoted by the Local Planning Authority ("LPA") for over 20 years, however the development of this brownfield site has always suffered from viability and land assembly issues, making it's deliverability by the private sector alone unachievable.
- 5.3 The site allocation within the Local Plan includes land owned by Slough Borough Council, the Canal and River Trust ("CRT"). It previously included land owned by Travis Perkins Plc until SBC bought out their interest, at existing use value, in June 2017.
- 5.4 The SBC owned land was optioned to SUR in August 2017 for 5 years.
- 5.5 The demolition of the former builders merchants buildings was undertaken by SBC and completed in July 2018.

Slough Urban Renewal (SUR) and Stoke Wharf Development LLP ("SWD LLP")

- 5.6 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.
- 5.7 Given the acquisition and demolition costs expended by SBC, amendments to the standard option agreement where made to include minimum land values for the former Travis Perkins site and comparative values for the remaining CRT and SBC land (linked to existing industrial land values).
- 5.8 The Stoke Wharf Development LLP 50:50 joint venture between SUR (SBC and MSIL) and Waterside Places (CRT and Muse) was created in February 2019 to jointly promote and development the combined sites.

Draft Indicative Site Development Plan (“DISDP”)

5.9 The scheme vision is to provide:

- A new, high quality, mixed-use development that will draw on the heritage of Slough and the Grand Union Canal,
- An improved public realm and enhanced open spaces for local people,
- A new destination, offering retail and leisure uses for those living within and beyond this new neighbourhood,
- An accessible place to live, with a vibrant mix of uses, creating room to breathe a few minutes from the town centre; and
- A clean and green development with energy efficiency optimised and emissions reduced or eliminated.

5.10 The current scheme comprises 312 homes, 2 commercial units, associated car parking, public realm and open space improvements to Bowyers Field.

5.11 The scheme envisages providing a range of homes split across apartments, mews and townhouses:

Schedule of Accommodation		
Unit Type	Amount	% Split
Studios	31	10%
1 Bed Apartments	140	45%
2 Bed Apartments	128	39%
3 Bed Mews Houses	8	3%
3 Bed Townhouses	9	3%
Total	312	

Affordable Housing

5.12 The objective is to target policy compliant affordable housing whilst recovering “sunk” expenditure to respective land owners and creating a viable development proposal.

5.13 The planning viability consultants for the scheme believe that the existing use value, remediation costs and urban realm improvements could justify promoting a scheme without affordable housing. However, this is not a tenable position for a SUR project.

5.14 SUR has optimised the scheme. Through a combination of redesign, reduced costs and lower profit margins, SUR can provide a minimum of 15.4% affordable housing based on the following tenure split:

Schedule of Accommodation		
Tenure	Units	% Overall
Private	264	84.6%
Slough Living Rent	16	5.1%
Shared Ownership	32	10.3%
Total	312	

5.15 Although not currently policy compliant the tenure split allows this important scheme to be worked up into a full planning application and there will still be an opportunity to increase the affordable offer as the scheme becomes further refined ahead of

planning submission. In addition, public sector finance or grant would provide an opportunity to increase the affordable provision further.

Sustainability and Transport

- 5.16 A draft sustainability transport strategy has been developed and will be submitted as part of a detailed planning application.
- 5.17 Planning policy requires 1.25 car parking spaces per 1 Bed and 1.75 spaces per 2 & 3 bed unit equating to circa 459 spaces. The scheme is seeking to minimise the parking on site whilst retaining a commercially viable scheme that will secure planning consent.
- 5.18 The current draft indicative proposals include a parking ratio of 0.4 equating to 142 car parking spaces (including visitor spaces and car club spaces) of which 10% will provide electric vehicle charging points spread throughout the scheme.
- 5.19 An e-bike docking station will be provided and every home will have secure cycle storage.
- 5.20 The creation of Canalside public realm and improvements to Bowyer Park will support the wider cycle and pedestrian networks.
- 5.21 As mentioned in 5.9 above increased energy efficiency and reduced emissions are a core part of the scheme's vision.

Consultation

- 5.22 The scheme has been developed to date through extensive engagement. There is a Planning Performance Agreement (PPA) in place and so far eight pre-app meetings have taken place with the LPA and Council departments including Highways, Parks, Housing, Sustainability and Leisure plus the Secure by Design Officer from Thames Valley Police and a Design South East ("D:SE") design review panel.
- 5.23 Public engagement was undertaken with four public consultation events at the end of last year and through a dedicated public consultation website. 71% of comments received were positive with 14% negative and 15% neutral.
- 5.24 A further round of officer level consultation and online public engagement is proposed prior to the submission of the detailed planning application at which point the project will enter the formal planning consultation stage.

Programme

- 5.25 The proposed development programme including pre-construction, construction and sales period has been estimated at three and a half years:

Programme		
Key Stages	Start	Finish
Prepare Planning Application	August 2020	October 2020
Planning Consent		February 2021
Technical Design	January 2021	May 2021
Financial Close		July 2021
Enabling Works	May 2021	August 2021
Construction	July 2021	December 2023
Sales	September 2022	January 2024

6. **Comments of Other Committees**

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

7. **Conclusion**

- 7.1 SUR has worked hard with the Council and it's development partners to create a proposal that supports the creation of canal side public realm, open space enhancements, quality architectural design, private and affordable homes, retail uses and a sustainable development.
- 7.2 Approval of the DISDP will enable: further investment in the project, a full detailed planning application to be submitted; and further constructive engagement and consultation with the Local Planning Authority and our residents.

8. **Appendices**

Appendix One – Stoke Wharf DISDP August 2020 (contains exempt information in Part II of the agenda)

9. **Background Papers**

None

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SLOUGH BOROUGH COUNCIL**REPORT TO:** Cabinet **DATE:** 14 September 2020**CONTACT OFFICER:** Ketan Gandhi, Service Lead Communities and Leisure**(For all Enquiries)** Fin Garvey, Head of Property Services
07511 048404**WARD(S):** Britwell & Northborough**PORTFOLIO:** Regeneration & Strategy – Councillor Swindlehurst
Health & Wellbeing – Councillor Pantelic**PART I**
KEY DECISION**BRITWELL CENTRE - GP SURGERY DEVELOPMENT****1. Purpose of Report**

- 1.1 The purpose of this report is to provide members with an update on the proposed remodelling of Britwell hub to include the relocation of the Avenue GP practice.

2. Recommendation(s)/Proposed Action

- 2.1 The Cabinet is requested to resolve:

- a) That the business case for the remodelling of Britwell Hub be approved.
- b) That the relocation of Slough Children's Services Trust Contact Centre be approved.
- c) That the revised timescales be noted.
- d) That the programme set out in section 5.11 in the report be noted.
- e) That progress be noted ahead of a final report due at the end of October requesting a decision to approve the final business case before progress to construction.

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

The Council's Localities Strategy focuses on providing Council facilities throughout the Borough and meeting service needs locally. A plan showing the locality areas is attached in Appendix Two. In addition to good quality local service provision a key driver for the strategy is to provide the means by which we can collectively work as a council with partners, local communities and the voluntary sector to enable independent sustainable communities by focusing on building their capacity.

The delivery of Community Hubs and facilities will create a base for a potential mix of public services including health and community. They will also be a local base

supporting Council services through mobile working and for services to operate from including Adult Social Care and Neighbourhood Services.

3a. **Slough Wellbeing Strategy Priorities**

The health needs assessment from Britwell and Northborough are articulated in the Slough Joint Strategic Needs Assessment¹ (JSNA) carried out in the public health team of Slough Borough Council. The key needs identified are directly related to the socio-economic profile leading to priorities around long terms conditions, overall reduction in the years of life lost through poor health and complex combined health and social care prevalence.

In addition, the Index of Multiple Deprivation (IMD) combines a number of indicators to measure the level of deprivation in an area. The areas with the highest level of health and disability deprivation include specific neighbourhoods in Britwell and Northborough

The Localities Strategy reflects One Public Estate (“OPE”) principles. Consequently it will make the best use of public sector assets and through the provision of additional homes across the Borough. The provision of these homes will help deliver the Council’s Housing Strategy and will contribute to the improvement and the overall wellbeing of the local population.

3b. **Five Year Plan Outcomes**

Outcome 1 – The GP Surgery at the Britwell Centre will improve medical services available to all residents, including children, leading to enhanced health outcomes. It will be designed to incorporate amenity requirements and will help services join up across Slough creating safe, useable and attractive public spaces through better preventative work which will contribute towards Slough children growing up to be happy, healthy and successful.

Outcome 2 – The GP surgery will provide modern health facilities and support the provision of Council services to help our people to be healthier and manage their own care needs. The provision of self-help facilities to enable customers to access Council services on-line will complement provision in local libraries and provide more resources for local people to access the internet free of charge. This could also include assistance from Council staff established through a needs assessment for the locality. The presence of assisted digital support will help enable people to have a digital relationship with the council so and promote channel shift when accessing SBC services.

The proposal will also achieve better integration between health and social care. This will support the preventative approach encouraging and empowering residents to manage their own care needs.

¹ <https://www.slough.gov.uk/council/joint-strategic-needs-assessment/>

Outcome 3 - Investing in Council buildings will encourage people to live, work and stay in Slough enabling a joined up approach across public sector services which should improve community outcomes. The Council will organise its local offer around localities and communities which will help Slough to be more responsive and understanding of local people's needs. The new facilities will generate employment and attract people to the area.

Outcome 4 – The delivery of mixed-tenure residential schemes is linked to the re-location to the Britwell Centre by unlocking the site on which the existing Britwell Clinic sits. This will directly contribute towards more Slough residents having access to good quality homes. Improving Housing is directly linked to many public health outcomes.

Outcome 5 - Investing in Council buildings will help attract and retain businesses whilst directly creating opportunities for our residents.

4. **Other Implications**

(a) Financial

The Council's financial business case for the remodelling of the Britwell Hub hinged on discussions between the East Berkshire CCG and the District Valuer ("DV"), which includes an abatement to reflect the capital contribution from the NHS. These discussions were concluded with a favourable outcome.

Some of the most successful parts of the existing building are the community halls which are very well subscribed and contribute to the centre's income. As these are being displaced by the GP surgery, they will be re-provided in place of the existing Children's Trust contact centre. An options paper has been prepared for the relocation has been prepared identifying Cippenham Community Centre as the preferred solution. The refurbishment costs associated with re-locating this contact centre have been capitalised within the scheme.

The project is being part-funded with £1 million under NHS England's Estates and Technology Transformation Fund (ETTF) and the lease of the GP surgery will contribute £76,200 rent per annum. The scheme will therefore positively contribute to the viability of the Britwell centre where running costs have consistently exceeded income.

The financial business case is set out in Part II.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
	Economic			
	The development fails to meet the health requirements of the locality	Work with the CCG and partners to tailor the new facilities to meet their needs.	6 (Economic – Marginal impact. Low probability)	Ongoing review and tailoring of services

	Disruption of the usage of the Community Halls leads to loss of current usage by Community Groups	Use a phased development approach to minimise the disruption to the community hall provision	6 (Economic – Marginal impact. Low probability)	-
	Financial			
	Loss of NHS funding due to project delays	Highlight the criticality of decision making on the receipt of these funds.	9 (Critical impact. Low probability)	-
	Legal/Regulatory			
	The proposed development does not meet planning policy requirements.	Consultation has been undertaken with Planners and will continue throughout the development cycle.	2 (Legal/Regulatory – Negligible impact. Very Low probability)	-
	Disputes or challenges lead to delays.	Any title issues to be researched and resolved. Any rights (e.g. rights of light, party wall) to be fully investigated.	2 (Legal/Regulatory – Negligible impact. Very Low probability)	-
	Health & Safety			
	Impact of COVID-19 Pandemic on viability and safety	Build capacity into the design.	9 (Health and Safety– Critical impact. Low probability)	Ongoing review pre and post handover
	Management Incl. Contractual			
	Contractor fails to perform	Use of Tier 1 contractor provides reassurance of capacity	6 (Management Incl. Contractual– Marginal impact. Low probability)	Require performance bond and retention

(c) Human Rights Act and Other Legal Implications

There are no known Human Rights Act Implications.

(d) Equalities Impact Assessment

An Equalities Impact Assessment was carried out for the localities strategy including the decant from Landmark Place. The GP Surgery at Britwell will not require any revised policy, procedure or function beyond that already outlined.

5. Supporting Information

Background

- 5.1 Slough Borough Council (“SBC” or “the Council”) believes that delivering services in a coordinated way as close to where residents live provides many opportunities for enhanced service delivery. This approach is consistent with the objectives of Frimley Health NHS Foundation Trust (of which SBC is a partner), which has a shared vision for the best use of combined resources to make a positive difference for communities, residents, patients and staff. The Frimley Integrated Care System has established a transformation and delivery programme - with Estates being identified as one of the key enablers for transformational change.
- 5.2 The Avenue Medical Centre is currently delivering care to a population with high health and social care needs from premises which are too small for the registered patient list of 7,432. The current premises are 381 sqm; the NHS England standards for a similar list size indicate the requirement for standard primary medical services in the region of 600 sqm. It is clear that the complex needs of the local population will be best served through the co-location of services in modern fit for purpose facilities with improved coordination of NHS primary and community services. Relocation into the Britwell hub will allow services to be delivered in an integrated way and is consistent with the aims and objectives of the Localities Strategy and the Council’s Our Futures operating model.
- 5.3 In approving the Localities Strategy in February 2019, members will recall that in relation to Britwell, the report referred to the potential extension to the current community building for GP/ Health Centre. The same report mentioned that Britwell would continue to provide offices Slough Children’s Services Trust, Neighbourhood Teams and Adult Services.
- 5.4 This report will provide an update on the proposals, for the remodelling of the Britwell Centre, which assumes the relocation of the Avenue Medical Centre. It demonstrates how the remodelled asset fits with the Council’s One Public Estate (“OPE”) objectives, delivers improved health outcomes and reduces overall cost to SBC.

One Public Estate

- 5.5 The Avenue Medical Centre/Farnham Road Surgery together with the CCG and SBC have developed an effective solution to the premises challenges in order to realise the modernisation and transformation of general practice services in Britwell.

5.6 This proposal strongly aligns to all three major strategic aims of the OPE strategy and our SBC's localities philosophy:

- delivering more integrated, customer-focused services – through integration of health and social care by collocating services in a single site
- generating efficiencies, through capital receipts and reduced running costs – through increasing rental yield of the Council's asset
- creating economic growth (new homes and jobs) – through unlocking land for new homes on the Britwell Clinic site

Delivering Improved Health Care

5.7 There is a strong business case to work collaboratively with health care colleagues to deliver improved health outcomes.

- Out of the 15 wards in Slough, Britwell and Northborough is the most deprived ward with 25.7% of children in the ward at risk of living in poverty, compared to 19.3% across Slough.
- 21.3% of the Britwell and Northborough population reside in income deprived households, reliant on means tested benefits compared to the average across Slough wards of 15.3%
- The average life expectancy at birth for males is 75.2 years old and 81.8 years old for females, compared to 78.5 years old for male and 82.7 years old for females in Slough. England national average is 79.2 years old for males and 83.0 years old for females.
- An estimated 26.8% of adults in the ward are obese which is considered a contributing factor as an underlying cause of the high prevalence of long term conditions within the community
- Mapping from the 2011 census data to the 2015 wards, estimates 5.3% of adults in Britwell and Northborough feel that their health is bad or very bad in general, the wider Slough average is 4.5%.

5.8 It is clear that there are heightened and complex health and social needs among the population of Britwell and Northborough which require specialised support from a collaborative approach across health and social care.

Proposed Remodelling

5.9 Services are currently delivered from three sites which are key to the formulated solution to improve access to quality services, these are:

A	Primary medical services from 'Avenue Medical Centre'	Co-leased with NHS Dentist who shares with a small community pharmacy)
B	NHS Community health services from 'Britwell Clinic'	Services delivered by the East Berkshire Community Services Provider, Berkshire Healthcare NHS Foundation Trust. - Britwell Clinic is a property on a 60 year lease held by NHS Property Services (NHS PS) from Slough Borough Council which terminates in 2042. The initial agreement between Berkshire Health Foundation Trust (BHFT) and NHS Property Services (NHSPS) is understood to be in expiration.

		The Britwell Clinic currently accommodates a range of community services that are largely office based with a low volume of patient facing services. The clinic site is required by Slough Borough Council (SBC) as part of their regeneration programme for redevelopment as social housing.
C	A range of Slough Borough Council and voluntary services from 'Britwell Centre'	The Britwell Community Centre (BCC) is a modern building which opened in 2013 as part of the ongoing Slough Borough Council urban renewal programme. This building is currently underutilised.

Proposed Remodelled Britwell Centre

5.10 A general layout plan of the proposed 'new' Britwell Centre is show in Appendix Two. The proposed size of the primary care offer in Britwell Community Centre is sufficient with the retention of the Avenue Medical Centre [AMC] to consolidate non-patient facing services. It also ensures that complementary services can be retained for the local residents, such as pharmacy. This is in alignment with the CCG aims for more integrated practices with attractive, fit for purpose premises that offer comprehensive health care from a single location. In moving to the Britwell Community Centre there will be tighter integration between health and social care plus:

- Visibility and ease of access to other social care services from the council and community providers – residents more likely to access incidentally when attending the Clinic
- This will support localities planning through enhanced ease of collaboration with health services
- The Library is a peaceful place, a good place to collocate a GP clinic

5.11 Programme

Based on the most up-to-date programme, the timescales are as follows:

Milestone	Target
Completion of Detailed Design	23 rd October, 2020
Financial Close on GMP Contract	18 th December, 2020
Drawdown on funding	31 st March, 2021
Practical completion:	30 th September 2021

6. Comments of Other Committees

None

7. Conclusion

7.1 The Localities Strategy underpins the Council's ambition of putting people at the heart of everything it does and the project to build a GP Surgery at the Britwell Centre is a direct realisation of this programme.

- 7.2 The GP Surgery at Britwell Centre supports the Council's joint wellbeing strategy and five year plan through colocation with partners, new facilities including health and housing and enabling more engaged communities.
- 7.3 The financial business case demonstrates that the financial position of the asset is improved by the project.
- 7.4 A working group of officers has been formed to monitor project delivery and updates will be presented to CMT, members and Cabinet periodically.

8. **Appendices Attached (contains exempt information)**

- 8.1 Appendix One – Confidential Report -Finance Business Case
- 8.2 Appendix Two - General Layout Plan of the new Britwell Centre with GP Surgery

9. **Background Papers**

None

- *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 - 3 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 challenged under the Human Rights Act 1998 as being a breach of article 11, relating to the freedom of assembly and association, and of Article 1 of the First Protocol to that convention, 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 to exercise all council 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 or 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 evaluated and reported to the cabinet as part of the Council's normal financial reporting to the cabinet.

(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 Time Line of Events

- 5.1.1 On 30 June 2020 the Prime Minister announced a “new deal” for the UK comprising of a £5bn post-coronavirus recovery plan of home building and improvements to infrastructure. It was also announced that rented motorised scooters would be allowed on UK roads from 4 July to ease pressure on public transport.
- 5.1.2 On 1 July 2020 12,000 job losses in the retail and aviation industries due to the effects of the pandemic were announced.
- 5.1.3 On 2 July the owner of Café Rouge and Bella Italia went into administration with a loss of 1,900 jobs and Airbus announced the loss of 2,730 jobs at two factories in the UK. The ONS Weekly survey estimated new infections were occurring at the rate of 25,000, a slight increase from the previous week, and blood samples indicated that 6% of the population had antibodies.
- 5.1.4 On 3 July 2020 the Government announced a list of 59 countries to which English quarantine rules would not apply, including Greece, France, Belgium and Spain but not including Portugal and the USA. Scotland, Wales and Northern Ireland continued to apply their quarantine rules to all arrivals from outside the UK. Also emergency regulations were rushed through to permit the imposition of a local lockdown in Leicester from 4 July.
- 5.1.5 On 4 July a study reported that the rates of new infections were no longer declining. The UK held a minute’s silence in memory of those who had died of covid-19.
- 5.1.6 On 5 July 2020 the UK staged a national round of applause to celebrate the 72nd anniversary of the founding of the NHS.
- 5.1.7 On 6 July 2020 the government announced a £111m scheme to provide 30,000 extra trainee places to counter growing concern over rising unemployment. Pret a Manger closed 30 outlets with a loss of 1,000 jobs. BBC’s Panorama programme estimated an increase in cancer deaths of between 7,000 and 35,000 extra deaths due to delayed diagnosis and treatment because of the pandemic.
- 5.1.8 On 7 July 2020 figures released indicated 22% of persons tested for Covid-19 had no symptoms on the day of the test.
- 5.1.9 On 8 July 2020 the Chancellor announced a £30bn spending package to mitigate the impact of the pandemic including temporary reduction in VAT for hospitality businesses, temporary rise in Stamp Duty threshold, payment to employers of £1,000 for each person brought back from furlough and a scheme to help young people into employment.
- 5.1.10 On 9 July 2020 Boots and John Lewis announced closures of outlets resulting in the loss of 4,000 and 1,000 jobs respectively. The Institute of Fiscal Studies warned of the necessity for tax rises to pay off the costs of the government’s measures to tackle the pandemic.

- 5.1.11 On 10 July 2020 quarantine rules were relaxed for arrivals into the UK from 75 countries and territories. The wearing of face masks in shops become mandatory in Scotland.
- 5.1.12 On 11 July 2020 outdoor swimming pools and water parks were allowed to re-open.
- 5.1.13 On 13 July 2020 nail bars and salons, tanning booths and salons, spas and beauty salons, massage parlours, tattoo parlours and body skin piercing services were allowed to re-open.
- 5.1.14 On 14 July 2020 compulsory wearing of masks in shops from 24 July was announced. Figures for economic recovery of 1.8% in May, compared to previous month, were announced.
- 5.1.15 On 18 July 2020 local authorities were given powers to take local action to curb the spread of the pandemic.
- 5.1.16 On 20 July 2020 Oxford university announced positive signs for the efficacy of the vaccine it was developing. Marks and Spencer announced 950 job losses.
- 5.1.17 On 21 July the Chancellor announced a 3.1%, over-inflation, pay rise for 900,000 public sector workers, including doctors and teachers, to recognise the importance of their roles in the pandemic.
- 5.1.18 On 23 July 2020 Dyson announced the loss of 600 jobs in the UK.
- 5.1.19 On 24 July 2020 ONS announced retail spending increased to almost pre-lockdown levels in June, rising by 13.9 % compared to May. Face coverings in shops and most other enclosed places became compulsory.
- 5.1.20 On 25 July re-imposition of quarantine requirements for people returning from Spain was announced following a rise in cases there.
- 5.1.21 On 29 July the National Trust announced plans for 1,200 redundancies.
- 5.1.22 On 30 July 2020 the self-isolation period for people testing positive or showing signs of infection was increased from 7 to 10 days. Restrictions were placed on people in Greater Manchester, parts of East Lancashire and Yorkshire limiting indoor contact to people from the same household. ONS statistics indicate UK had highest number of excess deaths in period between end of February and mid-June and second-highest peak of deaths, behind Spain.
- 5.1.23 On 31 July 2020 opening of bowling alleys and casinos was postponed to 15 August and the relaxation permitting holding of weddings receptions for up to 30 guests was also moved to that date. Trials of spectator sports events was paused and compulsory use of face coverings in cinemas and places of worship from 8 August was announced.
- 5.1.24 On 1 August 2020 changes in the Furlough Scheme came into force requiring employers with furloughed employees to pay National Insurance

and Pension contributions until the end of the scheme in October. Shielding in England and Scotland was paused.

- 5.1.25 On 3 August 2020 the month long “Eat Out to Help Out” scheme began.
- 5.1.26 On 6 August 2020 quarantine requirements were imposed on people arriving from Belgium, the Bahamas and Andorra. It was announced that the 2020 London Marathon in October would now be an “elites only” event.
- 5.1.27 On 7 August 2020 it was announced that the “R” number in the UK rose to between 0.8 and 1.00 from the previous week but was believed to be higher than 1.0 in London, The South West and the North west.
- 5.1.28 On 8 August the daily confirmed figure of new infections rose above 1,000 for the first time since June. Not clear whether this was due to increased testing or rise in infections.
- 5.1.29 On 11 August 2020 ONS announced number of people in work fell by 220,000 between April and June, the highest fall in a decade.
- 5.1.30 On 12 August 2020 figures showed UK Economy shrank by 20.4% between April and June compared to the previous quarter, making it the largest slump on record and pushing the UK into recession for the first time in 11 years.
- 5.1.31 On 13 August 2020 France and The Netherlands were added to the quarantine list.
- 5.1.32 On 17 August 2020 3 million self employed people whose trade was affected by the pandemic became entitled to a second grant of £6,750.
- 5.1.33 On 19 August 2020 UK refused to make face coverings in work places compulsory after such rules were introduced in France.
- 5.1.34 On 20 August 2020 quarantine rules relating to Portugal were lifted but imposed with regard to Croatia, Austria and Trinidad & Tobago.
- 5.1.35 On 21 August 2020 booking of driving tests resumed in England but website crashed due to demand.
- 5.1.36 On 23 August 2020 the Chief Medical Officer announced that children were more likely to be harmed from not returning to school than from contracting Covid-19.
- 5.1.37 On 24 August Tesco announced creation of 16,000 new jobs following exceptional growth in online business during lockdown.
- 5.1.38 On 25 August 2020 Nottingham University researchers identified the person who they believe was the first to contract the virus through transmission in the UK. She tested positive on 21 February 2020. Virgin Atlantic secured backing of £1.2 bn from its creditors to enable operations for at least 18 months saving 6,500 jobs. Treasury figures showed the “Eat Out to Help Out” scheme had been used 64 million times in the first three weeks of August.

5.1.39 On 26 August 2020 a BBC survey of the biggest employers identified 50 who said they had no immediate plans to ask all their staff to return to the office.

5.2 **The Health Protection (Coronavirus, Restrictions) (England) (Amendment) (No.3) Regulations 2020**

5.2.1 At 12.01 a.m. on Saturday 18 July 2020 The Health Protection (Coronavirus, Restrictions) (England) (Amendment) (No.3) Regulations 2020 came into effect.

5.2.2 These regulations are colloquially referred to as the “local lockdown” regulations and considered, as such, to be the regulations which give local authorities powers to impose local lockdowns. This is not strictly correct. What these regulations do precisely is to give local authorities power to issue directions with regard to premises, events and public outdoor spaces in order to seek to curb the incidence and the spread of the coronavirus.

5.2.3 It is a prerequisite to the exercise of the powers given to them by these regulations for local authorities to be satisfied that the giving by them of a directions responds to a serious and imminent threat to public health, that the direction is necessary for the purposes of preventing, protecting against, controlling, or providing a public health response to the incidence or spread of infection by coronavirus in its area and that any prohibitions, requirements or restrictions imposed by the direction are a proportionate means of achieving that purpose.

5.2.4 Under these regulations local authorities must also have regard to any advice given by its Director of Public Health when determining whether to give or revoke any direction.

5.2.5 The Local authority is obliged at least every seven days to review whether the conditions for making the direction still prevail and to revoke or amend the direction made as necessary.

5.2.6 The regulations contain provisions requiring the authority to give notice in writing to persons directly affected by the making of a direction, to publicise the direction and to inform the Secretary of State and any neighbouring authority of the making of any direction.

5.2.7 Persons affected by any direction made by the Council have rights of appeal to the magistrates courts.

5.2.8 The regulations empower authorities to impose penalties on persons for failing to comply with any direction made by the authority and to prosecute any offenders and to otherwise enforce the direction in co-operation with the police.

5.2.9 The regulations will expire on 17 January 2021.

5.2.10. Due to the need for the Council to be prepared to make immediate use of these powers in case any incidents arose which required a public health response, the Director for Adults and Communities, on 18 August 2020, after consultation with the Leader of the Council, the Lead Members for Health and Wellbeing, Planning and Regulation and Inclusive Growth and Skills and

with the Leader of the Opposition and the Chair of the Overview and Scrutiny Decision, made a Significant Officer Decision setting out the Council's policy under these regulations. This Significant Officer is appended to this report at Appendix 2.

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 13 July 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 (if any)**

Appendix 1 - Table of significant decisions

Appendix 2 – Significant Officer Decision relating to The Health Protection (Coronavirus, Restrictions)(England)(Amendment)(No.3.)Regulations 2020

9 **Background Papers**

The Coronavirus Act 2020

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

The Health Protection (Coronavirus, Restrictions) (England)Regulations 2020 and regulations amending the same.

The Health Protection (Coronavirus, Restrictions)(England) (Amendment)(No.3) Regulations 2020

Summary of significant decisions taken by Silver

Decisions taken since 26th June 2020

Decision Required	Outcome	Date of decision	Decision made by	Target Date
Silver is asked to approve the setting up of a COVID19 notification rota and 'standby' system to support the Slough Outbreak Management Plan through the Environmental Health (EH) Duty Team and specialist Outbreak Responders.	Agreed by Silver Option 1, 2,3 and 5. Option 1 – Agree the setting up of a Covid 19 notifications rota and 'OOH 'standby' Option 2 - Agree and support the proposed bid for Test and Trace Funding Option 3 – Agree further exploration of redeployment and cover arrangements Option 5 – Commission the COVID Ops to co-ordinate the wider response in Slough to ensure effective delivery of the SLOMP . Agreed in principle the sum of £144k to cover this form our own Test and trace pot	30/06/20	SILVER	30/06/20
To take action in response to 'red' business critical reporting	The U-19 health visiting service was reported as 'red' due to accommodation issues. Silver agreed it was a priority to find suitable space from which to operate as soon as possible	03/07/20	SILVER	03/07/20

To note the latest data on Covid cases in Slough from the regular Public Health presentation	Silver noted that more comprehensive pillars 1 and 2 testing data for Slough being presented for the first time indicated that there had been a spike in cases in Slough on or around 2nd June 2020. This information or any notification of the possible need for local action was not provided to SBC at the time. Silver welcomed that more comprehensive local data was now being provided.	03/07/20	SILVER	03/07/20
To consider a request to use Herschel Park for Eid Prayers on 30/31st July.	That the request be refused based on government guidance for public gatherings to avoid the spread of COVID 19 and the council's own policy for events in our parks and open spaces.	03/07/20	SILVER	03/07/20
To agree timetable for opening Community Hubs	Delay the opening for a week to allow staff training, risk assessments and any other procedures set out by the Workplace Safety Group to be completed.	03/07/20	SILVER	03/07/20
To consider an amendment to the process of staff returning to work at OH.	Agreed that directorships approve requests in the first instance via email back to requester and WSG monitor occupation numbers.	03/07/20	SILVER	03/07/20
To consider request for funding approval for booklet and 15 ward based letters to all addresses in the borough.	Agreed that the full cost of £37,000 be met from the COVID budget.	03/07/20	SILVER	03/07/20
To consider temporary location for Grove Academy.	Agreed to support the proposal for temporary location of Arbour Park.	03/07/20	SILVER	03/07/20
Covid support service and contact route change	Agreed to go with Option 2- Shielded resident only be directed to the One Slough number. All non-shielded residents will be directed to the main contact centre for support needs.	07/07/20	SILVER	07/07/20

To consider frequency of Insight products	Option 2 agreed to provide a new Insight package to support recovering including a revised dashboard and moved to bi-weekly or weekly updates on national guidance	10/07/20	SILVER	10/07/20
To consider changes to Governance	Agreed to implement revised weekly cycle arrangements for Silver from 1 August - Task groups to report through DMT and report by exception. Agreed to keep virtual Ops room. Chair of LOMP to report to Silver each week	15/07/20	SILVER	15/07/20
To agree contingency plan on extent of PPE that SBC should hold for any future second wave of Covid-19 in line with responsibilities to support the social care market and most vulnerable residents.	Agreed to hold a contingency stock and include all costs associated with a second wave including localised and multiple outbreaks at a cost of £63,638 from the Covid-19 Budget (Option 1).	17/07/20	SILVER	17/07/20
To agree arrangements for purchase of face coverings for customers with appointments at Council buildings	Agreed that building management would purchase a stock of face coverings to be provided to customers with appointments at Council buildings if they did not bring their own.	17/07/20	SILVER	17/07/20
To consider potential payments for EH Duty Desk and Responder Pool to deliver Local Outbreak Management Plan	Agreed to confirm that a standby rate would be provided and that staff on the rota for 18/19 July record their hours, with a decision on payment arrangements deferred until w/c 20th July to ensure a consistent approach could be taken across the Council.	17/07/20	SILVER	17/07/20
To consider frequent of Silver meetings	Silver to meet weekly from w/c 27th July.	17/07/20	SILVER	27/07/20
To decide whether the Canal Festival should go ahead	In line with previous decision about the cancellation of events, it was agreed that the Canal Festival 2020 be cancelled.	17/07/20	SILVER	17/07/20

To agree with recommendations around Business & Planning Bill	Decision made to agree with recommendations on email from Michael Sims re the Business & Planning Bill now in place. RW to pick this up with	24/07/20	SILVER	24/07/20
BC reporting to cease	Decision was made that as from 1 August no more BC reporting will be done. Surjit will let service leads know.	24/07/20	SILVER	24/07/20
To consider the implementation of the provisions of the The Health Protection (Coronavirus, Restrictions) (England) (No. 3) Regulations 2020 which provides powers to close or restrict activities in order to the spread of infection.	Options 1 and 3 were agreed to: 1) put in place initial stages of implementation as set out in the report and delegate to the Service Lead – Governance approval of ‘letters of direction’ etc. with guidance from HB Law and 3) agree a follow up report to Silver or CMT next week once processes and procedures are agreed and tested. This was to include risk assessment and scenario planning. Members to be engaged on process including at the Slough Outbreak Engagement Board. Gold and Silver Lead to take urgent decisions where it is not possible to convene a full Silver meeting.	29/07/20	SILVER	05/08/20
To consider Slough position on COVID 19 incidents, response and risks	Update paper submitted relating to DEL106 and all recommendations were agreed	05/08/20	SILVER	05/08/20
To consider the position regarding the potential localised test and trace programme	Agreed to participate in DHSC webinars. Silver were supportive in principle of SBC taking greater responsibility for localised test and trace programme, subject to resources and the model.	12/08/20	SILVER	12/08/20
To consider the TVLRF Covid-19 stabilisation proposal	Agreed that JW would review and consult with appropriate directors if required before sign off.	12/08/20	SILVER	18/08/20

To agree any further actions in response to reported issues with breaches of social distancing and case numbers in localised parts of Slough	Request for a walk in testing site in the Farnham Road vicinity.	12/08/20	SILVER	19/08/20
Setting up a second local testing site	Approved mobile testing unit near Farnham Road. Arbor Vale site identified	19/08/20	SILVER	26/08/20
Scope options for local contact tracing	Approved to work with public health to establish. Options to be scoped in line with PHE guidance	19/08/20	SILVER	26/08/20
Mobilise voluntary, community, and faith groups	Engage One Slough and work together to manage outcome of Area of Concern decision	19/08/20	SILVER	21/08/20
To decide on the Council's event programme for 2020	<p>Recommendations agreed to:</p> <p>Cancel the Bonfire and Fireworks Spectacular in 2020</p> <p>Proceed with plans for the Christmas lights and Christmas tree installation</p> <p>Request CIF funding to cover the area of Farnham Road first begun in 2019</p> <p>Investigate alternative funding sources to help cover the budget pressure on the council.</p> <p>Cancel the Christmas lights switch on in 2020</p> <p>Defer a decision on Festive Fun until October</p>	26/08/20	SILVER	26/08/20

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Slough Borough Council Record of Significant Officer Decision

Title of decision	The Health Protection (Coronavirus Restrictions) (Amended) (No.3) Regulations 2020 – Governance and Implementation
Date decision taken	18.08.2020
Decision maker	Alan Sinclair, Director – Adults and Communities in exercise of delegated powers under Function E20/3 in paragraph 2e of the Scheme of Delegation to Officers after consultation with the Leader of the Council and appropriate Executive Members.
Portfolio	<p>Cllr James C. Swindlehurst, Leader of the Council – Regeneration and Strategy</p> <p>Cllr Natasa Pantelic – Health & Wellbeing</p> <p>Cllr Pavitar K. Mann – Planning & Regulation</p> <p>Cllr Balvinder S. Bain – Inclusive Growth & Skills</p>
Details of decision taken	<p>Decision 1: Agree that implementation of the No. 3 Regulations is council policy in line with Slough’s Local Outbreak Management Plan and the national ‘Contain’ framework</p> <p>Decision 2: Agree that identified officers have delegated power under the council’s constitution for these Regulations and officers to be specifically authorised to issue the direction who are already authorised to serve similar ‘Prohibition’ type notices who will be:</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Food & Safety Manager <input type="checkbox"/> The Group Manager – Consumer Protection <p><u>Background</u></p> <p>Council Policy</p> <p>The new powers under the No. 3 Regulations allow the council to issue notifications of directions, following the collation of local evidence and advice from the Director of Public Health. The Regulations are made under the Public Health (Control of Disease) Act 1984 – they complement existing powers under that and other legislation, these functions are not reserved as non-exec functions and are not local choice functions, therefore any policy level decision making should be determined by Cabinet.</p> <p>The council response has already been approved by Cabinet on 30th June 2020 and is detailed in the Slough</p>

	<p>Local Outbreak Plan. The No. 3 Regulations also form part of the national CONTAIN framework.</p> <p>The decision process is managed by the daily and weekly Outbreak Cells of Slough Local Outbreak Management and reported to the Councils Silver/Gold command as the decision making body having first;</p> <ul style="list-style-type: none"> • consulted with the Director of Public health, and • assess whether the conditions for taking action have been met • completed an equalities impact assessment <p>The council must have regard to any advice given to it prior to issuing a direction, or to revoke such a direction. The onus is not, and should not be for any one service to make such a decision in isolation. To make any direction is a serious matter, as a direction may potentially restrict people’s movement, livelihood and liberty and therefore all 3 conditions must be met, considered and agreed.</p> <p>The three conditions are:</p> <ol style="list-style-type: none"> 1.The direction responds to a serious and imminent threat to public health in the local authority’s area 2.The direction is necessary to prevent, protect against, control or provide a public health response to the incidence or spread of infection in the local authority’s area of coronavirus 3.The prohibitions, requirements or restrictions imposed by the direction are a proportionate means of achieving that purpose <p>A formal report setting out the rationale for the decision, including record of advice from Director of Public Health and legal implications, equality duties and impact assessment, and who must be notified. In addition, the Slough Local Outbreak Management Engagement Board will advise on how the direction will be publicised Before making a direction, local authorities will need to gather sufficient evidence to demonstrate that the tests have been met. This task will be completed by the Regulatory Service Officers who are experienced in collation of legal files and reviewed by the council’s legal advisors.</p> <p>This evidence may come from a range of sources, including information provided to the local authority from local experts, through the Local Resilience Forum, from NHS Test and Trace (including the Joint Biosecurity Centre (JBC)), from Public Health England (PHE) and from other sources.</p>
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	<p>Delegation</p> <p>The council's constitution is drafted in an open format meaning that we do not need to seek cabinet authority for every new regulatory function. Table 2e sets out officer delegation for statutory powers and paragraphs E20/1 to 4, specifically E20/2 could be interpreted as giving relevant officers the power to issue directions, as in most of these cases officers down to Level 4 (Heads of Service) have the necessary delegated powers.</p> <p>The council has an internal scheme which sets out which officer is delegated what powers based on their experience; at present the SBC EHOs and regulatory officers are authorised under the No. 3 Regulations.</p> <p>Officers to be specifically authorised to issue the direction and it is suggested that this is reserved for the following officers who are already authorised to serve similar 'Prohibition' type notices:</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Food & Safety Manager <input type="checkbox"/> The Group Manager – Consumer Protection
<p>Reasons for taking decision</p>	<p>It is essential that the council has the agreed powers to implement the No 3 Regulations in place as soon as possible. A delay until the Cabinet meeting on 14th September 2020 would critically impede the council's ability, following advice from the Director Of Public Health, to ensure local COVID 19 controls.</p>
<p>Options considered</p>	<p>Silver have assessed and considered two papers on this issue.</p>
<p>Details of any conflict of interest, disclosable pecuniary interest or personal interest declared</p>	<p>No conflict of interests apply.</p>
<p>Reports considered</p>	<p>Please see links below:</p> <p>https://www.gov.uk/government/publications/local-authority-powers-to-impose-restrictions-under-coronavirus-regulations</p> <p>https://www.gov.uk/government/publications/containing-and-managing-local-coronavirus-covid-19-</p>

	outbreaks/covid-19-contain-framework-a-guide-for-local-decision-makers
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SCHEDULE OF 'SIGNIFICANT' OFFICER DECISIONS – To be circulated monthly to all Members and published on the website

1. Tenders/Contracts over £50,000 or 'sensitive' excluding individual social services care packages and school placements.
2. Exemptions to Competitive Tendering.
3. Redundancies/Early Retirements above 5 in Service area*
4. Decision to commence formal organisational restructuring/consultation.
5. Consultation responses other than technical responses where officers asked for Member views.
6. Write-off of individual debts between £5,000 and £15,000.
7. Decisions arising from external report on significant Health and Safety at Work Act risk.
8. Compulsory Purchase Orders.
9. Action with regard to Petitions in accordance with the Council's Petition Scheme
10. Any exceptions made to the Council's agreed tender procedure as set out in Financial Procedure Rules
11. Consultancies over £5,000 (excluding cover for established posts) or any consultancy/employment offered to former Senior Officers of the Council of 3rd tier and above.
12. Other decisions such as those with political, media or industrial relations implications that Directors consider Members should be aware of.
13. Appointments to casual vacancies on committees, sub committees, Panels, Working Parties and outside bodies
14. Specific decisions that have been delegated to a particular officer by resolution at a Cabinet meeting to be taken following consultation with the relevant Commissioner

*Decisions taken on the Redundancy/Early Retirement of a senior level officer to be reported to Group Leaders, Cabinet and Employment and Appeals Committee.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14th September 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 14th August

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 SEPTEMBER 2020 TO 30 NOVEMBER 2020

Date of Publication: 14th August 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 (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. 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 - 14th September 2020

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Covid-19 Decisions Update</u></p> <p>To update and ratify the significant decisions taken by officers in response to the Covid-19 pandemic and to take any further executive decisions, if required, in response to new Government announcements or regulations.</p>	R&S	All	All	Sushil Thobhani, Service Lead Governance Tel: 01753 875036	-	None	√	
<p><u>Revenue Budget Monitor - Quarter 1 2020/21</u></p> <p>To receive an update on the latest revenue position and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.</p>	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
<p><u>Capital Monitoring Report - Quarter 1, 2020/21</u></p> <p>To receive an update on the capital programme for the first quarter of the year and take any decisions relating to the in-year re-profiling of the programme.</p>	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
<p><u>Performance & Projects Report, Quarter 1 2020/21</u></p> <p>To receive a report on the progress against the Council's balanced scorecard indicators and key projects for 2020/21.</p>	G&C	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None		

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Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<p><u>Medium Term Financial Strategy Update</u></p> <p>To consider an update on the Council's Medium Term Financial Strategy and financial planning assumptions.</p>	R&S	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
<p><u>Centre of Slough: Regeneration Framework Masterplan</u></p> <p>To approve the final Slough Regeneration Framework, the council's corporate aspirations for the centre of Slough over the next 10-15 years.</p>	R&S	All	All	Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852	-	None	√	Yes, p3 LGA
<p><u>Stoke Wharf – Slough Urban Renewal – Draft Indicative Site Development Plan</u></p> <p>To approve the Draft Indicative Site Development Plan (“DISDP”) prepared by Slough Urban Renewal (“SUR”) in Partnership with Waterside Places.</p>	R&S	Central	All	Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852	-	None	√	Yes, p3 LGA
<p><u>Heart of Slough - North West Quadrant - Community Site Update</u></p> <p>To receive an update on community site business planning and to seek approval to the amended 'direction of travel' in relation to community site and the cultural strategy.</p>	R&S	Central	All	Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852	-	None	√	Yes, p3 LGA
<p><u>Britwell Hub</u></p> <p>To receive an update and take any decisions required on the community hub in Britwell in line with the agreed localities strategy.</p>	R&S	Britwell and Northborough	All	Stephen Gibson, Interim Director of Regeneration Tel: 01753 875852	-	None	√	

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<u>Statutory Service Plan</u> To recommend to Council the Statutory Service Plans (SSP) in relation to the Food Safety Service and any other regulatory services in accordance with the requirements laid down by external agencies.	P&R	All	All	Ginny de Haan, Service Lead Regulatory Services Tel: 01753 477912	Council, 24/9/20	None		
<u>HRA Asset Management Plan Update</u> To receive an update and take any further decisions on the Housing Revenue Account Asset Management Plan.	H&C	All	Housing	John Griffiths, Service Lead Housing Development and Contracts Tel: (01753) 875436	-	None	√	Yes, p3 LGA
<u>References from Overview & Scrutiny</u> <i>To consider any references from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None		
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		

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Cabinet Commercial Sub-Committee - 14th September 2020

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Terms of Reference Review</u> To review the terms of reference for the Commercial Sub-Committee.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<u>Everyone Active Contract Negotiations - Covid-19</u> To consider a report and take any necessary decisions on leisure services contract in view of the impact of the Covid-19 pandemic.	H&W	All	All	Alison Hibbert, Leisure Strategy Manager Tel: (01753) 875896	-	None	√	Yes, p3 LGA
<u>Interest Rate Strategy</u> To review, and if necessary, agree any adjustments to the strategy on interest rates.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	Yes, p3 LGA

Cabinet - 12th October 2020

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Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Covid-19 Decisions Update</u> To update on the significant decisions taken by officers in response to the Covid-19 pandemic and to seek approval to ratify the executive decisions.	R&S	All	All	Sushil Thobhani, Service Lead Governance Tel: 01753 875036	-	None	√	
<u>Local Plan - Spatial Strategy Consultation Draft</u> To consider a report on the consultation draft spatial strategy as part of the process for developing the new Local Plan for Slough.	P&R	All	All	Paul Stimpson, Strategic Lead Planning Policy & Projects Tel: (01753) 875820	Planning Committee (July, August and September 2020)	(f) Spatial Strategy Overall Approach, 29/07/2020 Planning Committee	√	

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Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>Treasury Management Strategy Annual Report</u> To receive the annual report on the Council's treasury management strategy.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None	√	
<u>Carbon Management Plan 2020-23</u> To approve the Council's Carbon Management Plan.	T&E	All	All	Savio DeCruz, Service Lead Major Infrastructure Projects Tel: 01753 875640	-	None	√	
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and the 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	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	

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Cabinet - 16th November 2020

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Revenue Budget Monitoring - Quarter 2 2020/21</u> To receive an update on the latest revenue position and consider an write off request, virements and other financial decisions requiring Cabinet approval.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	O&S	None	√	

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<u>Covid-19 Decisions Update</u> To update on the significant decisions taken by officers in response to the Covid-19 pandemic and to seek to ratify the executive decisions taken.	R&S	All	All	Sushil Thobhani, Service Lead Governance Tel: 01753 875036	-	None	√	
<u>Capital Monitoring Report - Quarter 2 2020/21</u> To receive an update on the capital programme for the second quarter of the year and take any decisions regarding the in-year re-profiling of the programme.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	O&S	None	√	
<u>Notification of Key Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.</i>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None	√	

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

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