

Date of issue: Friday, 5 March 2021

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, 15TH MARCH, 2021 AT 6.30 PM	
VENUE:	VIRTUAL MEETING	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE	07749 709 868

NOTICE OF MEETING

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



JOSIE WRAGG
Chief Executive

AGENDA

PART I

**AGENDA
ITEM**

REPORT TITLE

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	Apologies for absence.		
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	<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 1st February 2021 and the Extraordinary Meeting held on 22nd February 2021	1 - 18	-
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	<ul style="list-style-type: none"><i>Homelessness and Rough Sleeping Task & Finish Group - commissioned by the Neighbourhoods and Community Services Scrutiny Panel</i>		
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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://democracy.slough.gov.uk/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

Cabinet – Meeting held on Monday, 1st February, 2021.

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

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

PART 1

98. Declarations of Interest

None were declared.

99. Minutes of the Meeting held on 18th January 2021

Resolved – That the minutes of the meeting of the Cabinet held on 18th January 2021 be approved as a correct record.

100. Strategic Transport Infrastructure Plan

The Associate Director Place Operations introduced a report that proposed the Cabinet adopt the concept of a new Strategic Transport Infrastructure Plan (STIP) for Slough.

The STIP set out a strategy for enabling growth and regeneration, which was also a key part of the Covid-19 recovery plan. The high level objectives also included protecting and enhancing the built and natural environment and it was aligned with the Council's policies on climate change and low emissions. The transport objectives included reducing the need to travel, promoting sustainable modes and improving access to employment, healthcare and education facilities. It was recognised that Slough was expected to experience strong growth in the coming years and the emerging Local Plan for 2016-2036 was expected to enable 13,000 new homes and 15,000 new jobs. It was therefore important that the Council had a clear transport and infrastructure plan in place to enable this growth in a sustainable way. The key high level proposals were summarised . The STIP was currently in draft form pending consultation with stakeholders, and the plan would come back to Cabinet later in year following this consultation and the development of business cases.

The Cabinet welcomed the overall concept of the STIP and commented that it was an important part of the Council's strategic approach to enable regeneration and the sustainable growth of the town. Several major developments were coming though, particularly those set out in the Centre of Slough Regeneration Framework including North West Quadrant and British Land both of which were expected to come through the planning process in due course. The significant scale of regeneration would have a major impact on travel and the STIP would address this and be a 'plan for growth'. One of the key areas for consideration would parking ratios and it was suggested that

the Planning Committee be engaged and that the STIP be aligned to planning policies.

It was also noted that the report had been considered by the Overview & Scrutiny Committee on 28th January 2021. One of the issues that had been raised was the extent of the consultation and it had been clarified that the nature of the STIP was that consultation would be with stakeholders, including developers. Wider public consultation on the transport policies would take place later in the year as part of the new Local Transport Plan 4.

Speaking under Rule 30, Councillor Strutton asked about the location of the Park & Ride site to the west of the borough, bus services and the need to ensure adequate disabled parking provision. The Associate Director responded to the points raised and emphasised that the STIP was a high level plan and that accessibility was fundamental to modal shift.

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

Resolved –

- (a) That the concept of the STIP be adopted as the long-term plan for transport infrastructure to support regeneration of the town centre, the emerging Local Plan Spatial Strategy, and the Council's air quality and climate change policies.
- (b) That the significant technical work which had informed the STIP and the relevance of the STIP proposals to ongoing discussions with key town centre landowners and developers be noted.
- (c) That the long-term nature of the proposals and the role of the STIP in supporting future bids for funding to deliver those proposals be noted.
- (d) That the consultation exercise with stakeholders be endorsed.

101. Urban Forest (Urban Tree Challenge Fund)

The Lead Member for Sustainable Transport & Environmental Services introduced a report that updated on the implementation of the approximately £1m Urban Tree Challenge Fund and a proposed approach for the naming of trees and woodland to commemorate loved ones.

A comprehensive presentation was given by Officers on the progress that had been made and it was noted that a total of 1,523 standard and feathered trees and 5,360 whips had been planted during the 2020/21 season. There were a few weeks left of the planting season and seven sites to complete before year end with a further 648 trees and 1,375 whips expected to be planted. The Cabinet noted that the work on the Slough Digital Urban Forest had been recognised by the Forestry Commission as one of the most successful in the UK. Each site was carefully planned and data was closely monitored from the

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environmental sensors installed to measure the health of the forest. This also provided educational opportunities for the Slough's children and young people. Community engagement was recognised as being crucial in shaping the programme and the team sought to consult widely and be flexible in response to feedback.

The Cabinet welcomed the progress that was being made and emphasised that tree planting was an important priority which made a positive difference to local community. Many councillors had used some of their Community Investment Fund allocations to support schemes in their wards. Members also welcomed the proposal for the Executive Director and Lead Member to update the Council's policy on commemorative trees, particular in the context of the Covid-19 pandemic.

Speaking under Rule 30, Councillor Dhaliwal commended the programme and highlighted the wide range of environmental, educational and community benefits. Councillor Strutton raised the issue of maintenance and vandalism and it was noted that one of the benefits of the scheme was that the irrigation system put in place helped the trees become established and survive dry spells. There had been a small number of incidences of vandalism reported and the strong community involvement was very important in the long term maintenance plan.

Following the discussion the recommendations were agreed and Officers were thanked for the work they were doing in delivering the project.

Resolved –

- (a) That the contents of the report be noted including that the project was on target, within budget and in compliance with the match funding conditions of the Urban Tree Challenge Fund (Forestry Commission).
- (b) That delegated authority be given to the Executive Director Customer and Community and the Portfolio Holder for Transport & Environmental Services to review and update the Council's policy on commemorative trees to include opportunities for businesses, organisations and residents to sponsor woodland to commemorate loved ones.

102. St Martin's Place Redevelopment Update

The Head of Property Services introduced a report on the proposed redevelopment of St Martins Place (SMP).

The Cabinet had decided in May 2018 that SMP should be redeveloped to provide a mix of affordable housing and contribute to the delivery of the Housing Strategy. Authority had previously been given to Slough Urban Renewal (SUR) to undertake a range of building surveys and preliminary design. The report updated on this work and recommended that remodelling SMP to provide 64 properties under Permitted Development rights was the

preferred option. Lead Members noted the refurbishment options and discussed the ways in which an exemplar Permitted Development scheme could be developed which provided high quality accommodation with more generous space standards than often found in Permitted Developments. The more extensive redevelopment options such as the 'top-hat' approach was evaluated but was not considered optimal for planning and financial reasons. The current timescale for a Permitted Development scheme was to be commence in August 2021 and complete by November 2022.

Lead Members agreed with the approach set out and commented that as SMP was now vacant it was important to progress the scheme in a timely manner so that the housing would be available and the asset maximised. A number of questions were asked including about the parking provision, including by Councillor Strutton speaking under Rule 30. SMP had more car parking spaces than would usually be provided for a residential development of this size. It was therefore noted that 100 spaces had been allocated for ice arena events capacity and a drop off site for Claycots School.

At the conclusion of the discussion the Cabinet agreed the recommendations and requested that a further report be presented in quarter 1 of 2021/22 with the full business plan.

Resolved –

- (a) That it be agreed that the preferred option to redevelop SMP be as follows:
 - i. To reconfigure the existing building under Permitted Development ("PD") rights to provide 64 properties.
 - ii. To transfer the asset to the HRA to develop a 100% affordable housing project funded via the HRA through a combination of borrowing, commuted sums and capital receipts.
 - iii. To incorporate car parking spaces for the Ice Arena and drop-off car parking for Claycotts Primary School.

- (b) To facilitate business planning, it was agreed to provide delegated authority for the Executive Director of Place, following consultation with the Leader of the Council and the Executive Director of Corporate Operations to undertake the following:
 - i. Identify the preferred procurement route for construction works based on a combination of quality, cost and deliverability and undertake market testing to identify a cost base for the proposed business plan.
 - ii. Identify vacant sites within the HRA that could be disposed of and undertake any necessary consultation on disposal of these assets.
 - iii. Undertake a more detailed options appraisal, linked to current Council priorities, to inform a final business case for SMP.

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- (c) That it be noted that a report would be brought back to Cabinet in Q1 2021/22 to seek approval for the full business plan.

103. Community Investment Fund - Cabinet Allocation 2020/21

The Cabinet considered a report that provided an update on spend from the Community Investment Fund (CIF) in 2020/21 and invited Cabinet to make any further decisions regarding the use of its allocation for the year.

The report stated that there was £46,000 of unallocated capital available from the Cabinet pot and the Leader proposed that £20,000 be allocated to the northern station forecourt scheme to be used, in principle, in the event that resources from other sources such as highways budget underspends could not be identified.

Speaking under Rule 30, Councillor Hulme referred to the work of the Food Poverty Task & Finish Group which had made a number of recommendations that could be taken forward if any CIF resources could be made available. The Leader commented that Cabinet expected to receive an update in April 2021 on how those recommendations had been taken forward in the Our Futures service design. The Cabinet agreed to allocate £20,000 of revenue to further support the implementation of the recommendations.

It was proposed and agreed that no further allocations be made and that any underspends from 2020/21 be foregone in view of the financial pressures on the Council.

A Lead Member and Councillor Strutton speaking under Rule 30 raised a number of specific issues to do with ward schemes which could be discussed outside of the Cabinet meeting.

Resolved –

- (a) That the expenditure to date from the Community Investment Fund 2020/21 to be noted;
- (b) That the following two schemes be approved:
- i. Up to £20,000 from the available revenue funding to contribute to the Council's work on tackling food poverty and on welfare provision.
 - ii. £20,000 from the available Cabinet capital allocation for the northern station forecourt scheme, if resources couldn't be identified from any other sources or highways underspends.

104. Revenue Budget Monitor - Quarter 3 2020/21

The Interim Service Lead, Finance introduced a report that provided Cabinet with an update on the financial position of the Council's revenue account for the third quarter (October to December) of financial year 2020-21.

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The report set out the significant impacts the Covid-19 pandemic had had on the Council's revenue position in terms of additional service pressures, costs, deliverability of planned savings and reduced income. The approved net budget for the year was £124.4m and as at quarter 3 the year-end position for all the Council run services was forecasting to be a £2.8m underspend. This took into account and applied the various Covid-19 grants of £20.5m. Before applying the grant, the total overspend would be £17.6m. The £2.8m underspend would be moved into reserves to take them to £12.2m and help the Council manage the Covid-19 related revenue pressures in future years.

The Cabinet discussed various aspects of the report and supported Officers in seeking to work with directorates to mitigate service overspends and address budget pressures as this would put the Council in a better position to manage the financial challenges in 2021/22. In terms of savings it was reported that 48% of planned savings were expected to be achieved. Alternative savings were being explored wherever possible but this was recognised to be difficult during the period of the Covid-19 response. The current position on the Slough Children's Services Trust finances was raised and Officers updated on the status of discussions with the Department for Education.

The Cabinet considered and approved the write off requests as at section 10 of the report.

Speaking under Rule 30, Councillor Strutton asked about the position on reserves, use of the Winter Grant Scheme and highlighted that the total Government funding the Council had received related to Covid-19 was approximately £50m. Officers responded to the various issues raised and it was noted that majority of £50m Covid-19 funds referred to had been paid in grants to eligible local businesses rather than be available to support Council services. There was also significant uncertainty about future Government funding for local authorities Covid-19 response despite the fact that the increased demand for services, cost pressures and lost income would continue into the future. At the conclusion of the discussion the revenue budget update was noted.

Resolved –

- (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 of the report be approved.
- (d) That write offs for the first quarter of 2020-21 as requested in Section 10 of the report be approved.

105. Capital Budget Monitor - Quarter 3 2020/21

The Interim Service Lead, Finance introduced a report that summarised spend against capital budgets for the 2020-21 financial year, as at the end of December 2020 on a consolidated and directorate basis.

In the first nine months of the financial year, £59m or 32% of the revised budget of £186.399m had been spent. This was considerably lower than the previous year at which point £123m had been spent. The lower than budgeted expenditure was largely due to the Covid-19 restrictions. It was currently projected that £118m would be spent by year end, which was 63% of the budget. Despite the challenges that Covid-19 had caused to many capital projects it was noted that a range of housing and regeneration projects had continued to be delivered through the year including the hotels and residential development on the Old Library Site which was ahead of schedule.

The Cabinet welcomed the work that had been done to keep key projects moving forward throughout the pandemic and reiterated its commitment to deliver key schemes. The projected spend of 63% was still relatively high given the challenges. A review of the capital programme would take place as part of the budget setting process and it was expected major projects would play a key role in the recovery from the Covid-19 pandemic.

At the conclusion of the discussion the report was noted.

Resolved – That the report be noted.

106. Covid-19 Decisions and Winter Grant Scheme Update

The Cabinet received a report which set out the further significant decisions taken by officers in response to the Covid-19 pandemic and sought ratification of the Executive decisions.

The decisions taken since the previous meeting of the Cabinet included the Additional Restrictions Grant policy to ensure eligible local businesses received Government support; the community testing programme to identify asymptomatic cases; and a series of decisions on how Council services could operate safely within Covid-19 regulations.

The Cabinet also noted Appendix B which set out the support that would be provided to families in terms of free school meals over the February half term. The Council had decided to use Winter Grant Scheme funding to continue to support the approximately 5,500 children eligible for free school meals by providing food vouchers during half term.

At the conclusion of the discussion the significant decisions in Appendix A were ratified and the update on Winter Grant Scheme was noted.

Resolved –

- (a) That the report be noted.
- (b) That the Significant Decisions taken by Silver as set out in Appendix A be ratified.
- (c) That the update on the Winter Grant Scheme setting out the position regarding the provision of Free School Meals during the February half term be noted.

107. References from Overview & Scrutiny

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

108. Notification of Key Decisions

The Cabinet considered and endorsed the Notification of Key Decisions published on 31st December 2020 which set out the key decisions expected to be taken by the Cabinet in the next three months.

Resolved – That the published Notification of Decisions be endorsed.

109. Exclusion of Press and Public

The Cabinet noted that it was not necessary to seek agreement to exclude the press and public as all matters relating to the St Martins Place Redevelopment Update (Minute 102 refers) had been included in the Part I report and discussion.

Resolved – That it be noted that the matters listed in Part II of the agenda were considered and resolved during Part I, without disclosing any of the exempt information, but that the Part II minutes of the meeting held on 18th January 2021 remained restricted as they involved the likely disclosure of exempt information relating to the financial and business affairs of any particular person (including the authority holding that information) as defined in Paragraph 3 of Part 1 the Schedule 12A the Local Government Act 1972.

Below is a summary of matters included in the Part II agenda.

110. Part II Minutes - 18th January 2021

Resolved – That the Part II minutes of the meeting of the Cabinet held on 18th January 2021 be approved as a correct record.

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111. St Martin's Place Redevelopment Update

The Part II item was not necessary as all matters were contained within the Part I report.

Chair

(Note: The Meeting opened at 6.34 pm and closed at 8.45 pm)

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Cabinet – Extraordinary Meeting held on Monday, 22nd February, 2021.

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

Also present under Rule 30:- Councillors Ajaib and Gahir

PART 1

112. Declarations of Interest

None were declared.

113. Revenue Budget 2021/2022 and MTFS 2021-2024

The Executive Director for Corporate Services gave a comprehensive overview on the following reports and sought Cabinet agreement to recommend approval to Council on 8th March 2021:

- The proposed revenue budget for 2021/22 and Medium Term Financial Strategy (MTFS) 2021/22 to 2023/24;
- The Capital Strategy and Capital Programme 2021/22 to 2023/24; and
- The Treasury Management & Investment Strategy 2021/22.

The introduction to the reports at items 2, 3 and 4 of the agenda (Minutes 113, 114 and 115 refer) were taken together given the intrinsic links between revenue, capital and treasury management.

The Executive Director summarised the key budget proposals and set out the very challenging financial position facing local authorities, including Slough Borough Council, due to the Covid-19 pandemic and other one-off pressures. The impacts of Covid-19 would include lower rates of Council Tax and Business Rates income, rising demand for social care and other services, growth and cost pressures and reduce income from fees, charges and potentially commercial revenues. There would be a substantial budget gap which risked depleting reserves unless other action was taken.

Further to the decision taken by Cabinet in December 2020, the proposed budget included the use of a one-off capitalisation directive, which would allow the Council to capitalise up to £12.2m of revenue spend, to meet three one-off pressures – the 2019/20 Business Rates deficit, the Slough Children's Services Trust historic deficit and the impact of Covid-19. Lead Members discussed the nature of the pressures and highlighted that the capitalisation directive was not being sought to fund day-to-day spending on services, but to deal with one-off pressures in way which protected services and maintained reserves at acceptable levels during uncertain times.

A capitalisation directive would require approval from the Ministry of Housing, Communities & Local Government and at the time of the Cabinet meeting no official ministerial decision had been confirmed, however, a positive outcome

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was expected on the basis of discussions between officials. The report fully set out the reasons for the one-off revenue pressures in 2021/22 and the approximately £100m worth of assets the Council had available from which to generate receipts in the future to fund the capitalisation.

The Cabinet noted that:

- The revenue budget proposed was £123m, which incorporated £12.6m of growth and pressures.
- There was a savings programme of £15.6m and the details were set out fully in the appendix to the report.
- A £6m 'contingency fund' would be in place to help mitigate the impacts of Covid-19 pressures and slippage in savings.
- The budget proposed an increase in Council Tax of 1.99% for the Council's element and increase in the Adult Social Care precept of 3% as permitted by Government in the Local Government Finance Settlement.
- The MTFS set out a substantial budget gap in future years which would need to be closed.
- The position in relation to the Housing Revenue Account, Dedicated Schools Grant and police, fire and parish precepts.
- A General Fund Capital Programme of £148m and HRA capital programme of £162m to 2023/24.
- There would be a 'root and branch' review of the capital programme in the next year.
- A strategy was in place to strengthen reserves over the coming years.

The Cabinet highlighted that the pressures on local authorities were such that a very large number would be raising Council Tax by similar levels and several others were expected to use capitalisation directives. The report to Cabinet in January had reported a decrease in the Council Tax base of 4.7% whereas the previous MTFS had anticipated growth. A question was asked about the Equalities Impact Assessments and it was noted that the appendix setting out the savings proposals included a column summarising the position. Several savings items would need further development before coming separately to Cabinet for approval during the year. Lead Members discussed a number of specific issues including the transition to the new local authority controlled children's services company; employment and skills initiatives; and further investment to bring forward affordable housing schemes and address the level and cost of temporary accommodation. In relation to environmental services the Council had also managed to protect local services such as the weekly bin collections, free green waste collection and zero landfill.

At the conclusion of the discussion, Lead Members recognised that the Council was operating in a financially challenging time for local government but was assured that a robust approach had been to develop the budget and MTFS. The Cabinet priority for 2021/22 had been to protect services, particularly for vulnerable residents and on preventative services, and the Our Futures programme provided the basis for achieving both service and financial benefits in 2021/22 and into future years.

The Cabinet agreed to recommend the revenue budget and MTFs to Council on 8th March 2021, subject to an additional resolution that in the unexpected event that the capitalisation was not approved by MHCLG, the Cabinet would work to present an alternative balanced budget to Council.

Recommended –

1. The Cabinet agreed to note and take into account the statutory S25 report of the S151 officer at Appendix M to the report in determining:
 - (a) The proposed budget for 2021/22;
 - (b) The medium term financial plans for 2021/22 – 2023/24;
 - (c) The level of reserves.

2. The Cabinet noted:
 - (a) The use of £5.106m of Capital Receipts to fund the Minimum Revenue Provision (MRP) in 2021/22 and £3.144m in 2022/23;
 - (b) In 2021/22, £12.200m of revenue spend would be capitalised in accordance with the Capitalisation Directive from MHCLG (see section 14 of the report);
 - (c) The Dedicated Schools Grant [DSG] settlement for 2021/22 (see Section 13 of the report) and the allocation of £193.905m as set out in Appendix L;

3. The Cabinet agreed to recommend to Council to approve:
 - (a) The Council Tax Support Scheme (CTSS) was not to be varied or revised for 2021/22;
 - (b) With regard to the 2021/22 General Fund and Housing Revenue Account budgets, and the Medium Term Financial Strategy:
 - I. The General Fund Budget Requirement of £133.574m for 2021/22;
 - II. Proposed savings of £15.576m for 2021/22 and overall savings of £23.573m for the three years to 2023/24;
 - III. Growth and pressures of £12.593m for 2021/22 and overall pressures of £19.178m to 2023/24;
 - IV. The Housing Revenue Account budget for 2021/22 of £36.790m as set out in Appendix F;
 - V. The forecast reserves of £14.458m at the end of 2021/22 as set out in Appendix G;
 - (c) The strategy for the use of flexible capital receipts to deliver transformation and ongoing savings as set out in Appendix H to the report;

- (d) The calculations for determining the Council tax requirement for the year 2021/22 in accordance with the Local Government Finance Act 1992 as set out in Appendix J to the report;
 - (e) The Council increase the Council tax for a band D property by £70.83 for 2021/22, giving a band D Council Tax of £1,490.30 per year, excluding the precepts from Police, Fire and parishes as set out below:
 - i. Its general band D Council Tax by 1.99%, the maximum permitted without a referendum as previously planned; and
 - ii. Its Adult Social Care Precept by 3.00% as confirmed by Government in the Final Local Government Settlement.
4. Noted the following Council tax increases and precepts as detailed in Appendix J to the report:
- (a) Parish Precepts of £185,244;
 - (b) The Police and Crime Commissioner for Thames Valley has increased Council tax for a band D property to £231.28 per annum, a 6.9% increase on 2020/21, resulting in a precept of £9,442,862;
 - (c) The Royal Berkshire Fire Authority is expected to agree an increase of £1.35 for a band D property to £68.95 per annum, a 1.99% increase on 2020/21, resulting in a precept of £2,815,139;
 - (d) This gave a total Band D Council Tax of £1,790.53 plus any Parish precept where applicable set out in Appendix J to the report.
5. The Fees and Charges for 2021/22 as set out in Appendix K to the report.
6. That in the event of Capitalisation Directive not receiving Ministerial approval, the Cabinet would work to prepare an alternative proposal to present a balanced budget to Council, including the use of reserves and other means.

114. Capital Strategy and Capital Programme 2021/22 to 2023/24

The Cabinet received the report on the Capital Strategy and Capital Programme 2021/22 to 2023/24. It was noted that the programme continued the Community Investment Fund for a further year and included a wide range of affordable housing and regeneration schemes in the town in the coming years.

Lead Members had considered the capital programme during the previous item on the MTFS and agreed the formal resolutions to recommend the programme to Council on 8th March 2021.

Recommended –

- (a) That the General Fund capital programme 2021/22 to 2023/24 of £147.557m and the associated Minimum Revenue Provision be approved.
- (b) That the Housing Revenue Account (HRA) capital programme 2021/22 to 2023/24 of £161.743m, including £147.248m for Affordable Housing schemes be approved.
- (c) That the principles underpinning the capital programme in paragraph 5.1.2 of the report and the Minimum Revenue Provision principles in Section 7 of the report be approved.
- (d) That the notional funding allocations for individual schemes as highlighted in Appendix A of the report (General Fund), Appendices B and C (HRA and Affordable Housing) for the period 2020-2024 be approved.
- (e) That the Prudential Indicators, as set out in Section 6 of the report, and the Operational Boundary and Authorised Limit as set out in Tables 1.7 and 1.8. in order to provide increased flexibility to fund the Council's Capital Expenditure plans be approved.

Resolved –

- (f) That it be noted that the estimated interest costs of borrowing £119.4m to fund the entire capital programme, assuming an interest cost of 1%, excluding the Minimum Revenue Provision, was £1.194m pa. These costs had been included within the Medium Term Financial Strategy.
- (g) That the Council would withdraw from its reliance on using capital receipts to fund the Minimum Revenue Provision over the lifetime of this capital programme. The revenue impact of the decision resulted in a £6.573m pressure by 2023/24. These costs had been included within the Medium Term Financial Strategy.
- (h) That the Capital cashflow forecast in Appendix D to the report be noted.

115. Treasury Management Strategy 2021/22

The Cabinet received a report that sought approval to recommend the Treasury Management Strategy to Council on 8th March 2021.

Lead Members had considered the strategy and its relationship to the MTFs and capital strategy earlier in the meeting and agreed to recommend approval to Council.

Recommended – That the Treasury Management Strategy for 2021/22 and the Investment Strategy 2021-22 be approved.

116. Five Year Plan 2021-26 and Slough 2040 Vision

The Associate Director, Place Strategy & Infrastructure introduced a report that asked the Cabinet to recommend the refreshed Five Year Plan to Council and to endorse the Slough 2040 Vision.

The Five Year Plan was the Council's main strategic document in defining its ambition and priority outcomes, and the plan was fully aligned with the Council's budget. The refreshed plan was included at Appendix A to the report and whilst there were no substantive changes to the priorities this year there had been some amendments to streamline the document and make it more accessible to residents.

The Five Year Plan had been introduced in 2015 and a presentation was given that set out the progress and achievements year by year in delivering the plan. It included the delivery of new leisure facilities such as the ice arena and The Centre; the establishment of new housing companies and sustained investment in affordable housing; national recognition for the work to raise awareness of the issue of modern slavery; the activity to increase flu immunisation take up; and a wide range of regeneration projects including the hotels development on the Old Library site that opened ahead of schedule in February 2021. The approach to partnership working was also highlighted and had put the town in strong position to respond to the Covid-19 pandemic, for example through the One Slough community response.

The Five Year Plan was part of the Council's Policy Framework and the Cabinet agreed to recommend approval to Council on 8th March 2021.

The plan also now represented the Council's contribution to the delivery of the Slough 2040 Vision. The Council had worked closely with partners in the NHS, Thames Valley Police, Slough Council for Voluntary Service and others to develop a shared vision for the next twenty years. The project team had carried out extensive engagement and had proposed the following vision statement:

“Slough will be a vibrant, thriving and innovative town, where people are supported to live happy and fulfilled lives. People will feel safe and valued in their local communities, and proud to call Slough home.”

The vision statement was underpinned by eight priority areas, which were the focus of delivery and these were set out in Appendix B to the report. The Cabinet was asked to endorse the vision and noted that other partners were also seeking approval by their respective decision making bodies.

Lead Members discussed the 2040 Vision and particularly welcomed the partnership approach that had been taken to set out a shared direction of

travel for the town. The past year had underlined the value of strong partnerships with communities and the role of the voluntary and community sector was highlighted as being particularly important. It was agreed there should be regular milestones set out in the short, medium and longer term so that progress in achieving the vision could be measured. This process should be informed by data and evidence. At the conclusion of the discussion, the Cabinet agreed to endorse the Slough 2040 Vision.

Recommended – That the refresh of the Five Year Plan as at Appendix A to the report be approved.

Resolved – That the Slough 2040 Vision be endorsed on behalf of Slough Borough Council, as laid out in section 5.2 and Appendix B of the report.

117. Council Energy Contract 2021-22 to be tendered value above £180k

The Associate Director, Place Operations introduced a report on the Council energy contracts.

The current corporate energy contracts would expire on 31st March 2021. Failure to award a new contract from 1st April 2021 would incur significant 'out of contract' charges with an adverse revenue expenditure of approximately £170,000 per month until a new contract was entered into. It was a Constitutional requirement that Cabinet approval be given prior to the commencement of tendering for contracts in excess of £180,000, but in view of the tight timescales it was noted that to avoid the adverse financial outcome the Chief Executive had used urgency provisions in the Constitution to give delegated authority to the Associate Director Place Operations to take the necessary steps to put in place contract provision for 12-month period with a view to developing an energy procurement strategy by July 2021 for the next three years.

Lead Members discussed the future options for green energy and agreed this would be an important consideration in future contracts. The Cabinet agreed the recommendations, subject to the requirement that the Associate Director's delegation include consultation with the Lead Member for Sustainable Transport & Environmental Services.

Resolved –

- (a) That delegated authority be given to the AD of Place Operations, following consultation with the Lead Member for Sustainable Transport & Environmental Services, to access a legally compliant framework, award call-off contracts and agree and finalise terms and conditions with suppliers, for a 12-month fixed price corporate energy contract .
- (b) That it be noted that this was an urgent key decision and in line with Part 4.2 Rule 16.1 – Special Urgency Access to Information Procedure of the Council's Constitution, the approval of the chair of the Overview

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and Scrutiny Committee has been obtained that the making of the decision cannot be reasonably deferred.

- (c) That it be noted that the Chief Executive had exercised her powers under rule 1.4 part 3.6 of the Constitution (Urgency Provisions) to approve the commencement of the procurement process.
- (d) That it be noted that the AD of Place Operations would initiate and execute an energy procurement strategy for the period 2022-2025 for report and approval by no later than July 2021, for execution by no later than October 2021.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.05 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 15th March 2021

CONTACT OFFICER: Eleni Ioannides, Interim Executive Director of People (Children)
(For all enquiries) (01753) 875395

WARD(S): All

PORTFOLIO: Councillor Carter, Cabinet Member for Children and Schools

PART I
KEY DECISION**THE FUTURE DELIVERY MODEL FOR SLOUGH CHILDREN'S SERVICES****1. Purpose of Report**

To seek agreement for the proposed future delivery model for Slough Children's Services, to change the governance arrangements for Slough Children's Services Trust ("the Company") to make it wholly owned by Slough Borough Council, and to transfer additional services to the Company in order to aid service coherence.

2. Recommendation(s)/Proposed Action

Cabinet is requested to agree:

1. To approve the Company's articles of association to make it wholly owned by the Council, including agreeing a change in its name to Slough Children First Limited, and to the reserved matters set out in paragraph 6.4.;
2. To agree to the targeted Early Help and Not in Employment, Education or Training (NEET) services functions being transferred to the Company with a proposed start date of no later than 1 July 2021;
3. To enter into the Governance Side Agreement with the DfE setting out details of the consent and consultation rights exercisable by the Secretary of State whilst specified functions are subject to statutory intervention;
4. To enter into a five year (extendable by two years) service delivery contract with the Company with a proposed start date of 1 April 2021;
5. To enter into formal support services arrangements by 1 September 2021;
6. To write off £2.4m of the accumulated Children's Services Trust Company deficit incurred in the initial years of the contract for providing services to Children, with the remainder covered by DfE grant as assumed in the Council's 2021/22 – 2023/24 Medium Term Financial Strategy and the MHCLG Capitalisation Directive;

7. To approve a loan from the Council to Slough Children First Ltd of £5m to provide the company with working capital, to be repaid within 30 days of the final payment to the Company in relation to the contract;
8. To delegate authority to the Executive Director of Corporate Resources, in consultation with the Executive Director of People (Children) and the Leader to:
 - a. finalise the details and commencement date of the service delivery contract and other associated documents, including licences and leases for property, and to implement the arrangements;
 - b. grant licences for the Company to use Council property as required from 1 April 2021;
 - c. finalise the terms of the loan agreement.
9. To delegate authority to the Chief Executive, following consultation with the Leader of the Council, to:
 - a. agree the final scope of services to transfer to the Company by 1 July 2021 and to agree any further services to transfer to the Company, subject to this not involving the transfer of more than 20 additional staff;
 - b. make decisions on reserved matters as the Council's member representation, including agreeing the adoption of the final agreed version of the Articles of Association;
 - c. finalise the details of the Governance Side Agreement.

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

3.1. Slough Joint Wellbeing Strategy Priorities

The provision of high-quality social care and other related services directly contributes to Slough's Joint Wellbeing Strategy priority of protecting vulnerable children. There are clear links between the JSNA priorities around protecting vulnerable children and the increased service integration and coordination that this change offers.

3.2. Five Year Plan Outcomes

Transferring services to the Company will allow greater service integration, contributing to outcome 1 in the Five-Year Plan - Slough children will grow up to be happy, healthy and successful.

There are opportunities for alignment with the Council's Our Futures programme, which is currently implementing a new operating model to deliver its vision to become a world class organisation. This will need to include the alignment of any SLAs for support services across the Council and the Company to maintain the consistency of corporate support service provision as much as possible. It will also facilitate opportunities for closer working as part of the locality model, with a focus on preventative services and join-up across different services.

Children's centres and family hubs will form part of the core locality networks which include a range of services aligned to locality wide objectives. It will allow improved data sharing, meaningful data insight and on the ground community insight. These will help target preventative and early help services to ensure that we are using

resources where they will have the most impact to these areas, taking a more holistic view of service provision with our communities.

4. Other Implications

4.1 Financial

The cost to the Council of the contract for Slough's Children's Services is included in the Council's 2021/22 – 2023/24 Medium Term Financial Strategy. The total contract amount is still to be finalised but is estimated to be in the region of £35m in 2021/22. This includes:

	£000s
Services in the current contract for 2021/22	30,771
less the costs of the adoption service transferred to RAA	(571)
Approximate costs of services to be transferred	2,000
Estimated costs of SLAs provided by SBC to the Company	3,000
Estimated interest costs of loan to the Company	<u>72</u>
Total	35,272

The cost of targeted Early Help and NEET services functions being transferred to the Company are still to be finalised. Pension contributions will be subject to an actuarial valuation prior to the transfer.

The additional cost of SLAs will be added to the Contract on 1st September 2021 when finalised and the cost of interest on the £5m working capital loan provided to the Company to the Council, estimated to be £72k pa. Both of these additional sums will be repaid to the Council through the year via agreements meaning a nil impact on the Council budget.

Payments for the agreed contract sum will be paid to the Company monthly in arrears.

The contract with the company includes provision for additional in-year costs relating to increases in demand to be agreed with the Council subject to examination of demand KPIs.

The new contract has stronger financial controls than were in place with the initial contract, particularly on the need to provide detailed monthly accounts, the format of which has been agreed with the Council, within 10 working days of the end of the month. This includes, in addition to financial performance, operational performance and cash-flow. There is also the opportunity to examine information through open book accounting and step in rights. There is also more confidence about the budget provided and the assumptions made for 2021/22 than in the original contract as the majority of services are continuing with similar levels of service. This gives more confidence that the new company will not go into deficit and will be able to repay the £5m working capital loan provided at the end of the contract.

The regular governance meetings will track demand and oversee and challenge performance, including efficiency. Any risks of increased costs will be reported through agreed monthly reporting arrangements with the Company and reported to Cabinet as part of budget monitoring during the year.

The contract price will be reviewed each September on agreed measures in the contract that will form part of the Council's overall budget and MTFS process.

The DfE also provide funding to the Company that funds the additional cost of providing Children's Services through a Company compared to a Council run service. The Company has assumed this funding will be £2,166k pa in 2021/22. This funding is agreed with the DfE on an annual basis.

The impact of future reductions in DfE funding whether at the time that the Statutory Direction ceases or prior will need to be assessed and appropriate actions agreed with the Council, Company and DfE to ensure that DfE funded costs including any potential ancillary costs such as redundancy costs are accounted for.

In addition the Company receives grants and other income of approximately £1,736k pa. This means, the total budget for the Company is estimated to be approximately £39m pa, including:

	£000s
Council costs of	35,272
DfE grants of	2,166
Other Grants and Income	<u>1,736</u>
Total	39,174

The DfE is also providing the Company with one-off transformation funding of £1,481k in 2021/22.

4.2 Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Controls	Risk level	Outcome
To approve the Company's articles of association to make it wholly owned by the Council, including agreeing a change in its name to Slough Children First Limited, and to the reserved matters set out in paragraph 6.4.	Risk that the Company is not well run and that services to vulnerable children decline and/or that the Company does not maintain suitable financial control. Opportunity to better integrate children's services within the Council.	The Council will have three seats on the Company Board and thus significant influence in the running of the Company. The Chief Executive of the Company will also be a Council employee. The Council retains reserved matters rights over significant matters to ensure adequate control over strategic decisions.	Risk is reduced from the current arrangements .	All such risks are outweighed by the benefits

		There will be regular governance groups and monitoring by the Council.		
To agree to the targeted Early Help services function being transferred to the Company with a proposed start date of no later than 1 July 2021;	As above Real opportunity to ensure that Early Help and Social Care Services are better integrated.	The relevant Associate Director and Group Manager for Early Years Services will continue to be a Council employee, seconded part time into the Company.	Negligible	Demand on higher cost services is reduced
To enter into the Governance Side Agreement with the DfE setting out details of the consent and consultation rights exercisable by the Secretary of State whilst specified functions are subject to statutory intervention.	The Council will be bound by the terms of the GSA.	The GSA clearly delineates roles and responsibilities of the Council and the Secretary of State during the period of statutory intervention and thus assists the Council in the proper fulfilment of its responsibilities.	Negligible	N/A
To enter into a five year (extendable by two years) service delivery contract with the Company with a proposed start date of 1 April 2021.	Risk that the short timescale will result in some matters not being satisfactorily resolved.	Extensive work has taken place to fully consider relevant matters with appropriate Legal advice on all sides. It is intended that the SDC will have clauses giving the Council open book accounting rights and step in rights if services are not being run in accordance with the terms of the contract.	Low	Appropriate levers to ensure Company operates within contract expectations.

		There will be a contract management function within the Council independent of the Children's services teams.		
To enter into formal support services arrangements from 1 September 2021.	<p>The Company will not have detailed Service Level Agreements in place by this date.</p> <p>Services to children will not be able to operate without appropriate support services.</p>	Formal written agreements have not always been in place to date with the Trust so this does not pose increased risk. The current arrangements are anticipated to continue in the short term, to allow the Council's current restructure to complete and further analysis on the future model for support services to the Company. These arrangements will be subject to a separate support services agreement.	Negligible	SLAs will be developed over the coming six months, securing both the interests of the Council and Company.
To write off £2.4m of the accumulated Children's Services Trust Company deficit with the remainder covered by DfE grant as assumed in the Council's 2021/22 – 2023/24 Medium Term Financial Strategy and the MHCLG Capitalisation Directive.	This enables the Company to set up, and draws a line under the historic debt.	In line with the rest of the Capitalisation Directive, will be covered by sale of assets over future years.	Very low	Company viability

<p>To approve a loan from the Council to Slough Children First Ltd of £5m to provide the company with working capital, to be repaid within 30 days of the final payment to the Company in relation to the contract.</p>	<p>The Company is badly managed and runs up a deficit.</p>	<p>The Contract allows for full open book accounting and there will be regular governance and monitoring, as well as an in-year mechanism to ensure appropriate funding levels are kept under review.</p>	<p>Low</p>	<p>The Company has working capital in its first month and is therefore viable.</p>
<p>To delegate authority to the Executive Director of Corporate Resources, in consultation with the Executive Director of People (Children) and the Leader for various matters as set out above.</p>	<p>This allows the practical realisation of the above recommendations .</p>	<p>Expert independent legal advice is obtained as all agreements are drawn up. Arrangements can be reviewed in the future.</p> <p>The Executive Director of Corporate Resources will only exercise these powers where the decisions are in accordance with Council policy and internal procedures and in accordance with the Council's agreed budget.</p>	<p>Low</p>	
<p>To delegate authority to the Chief Executive, in consultation with the Leader of the Council for various matters as set out above.</p>	<p>This allows the practical realisation of the above recommendations .</p>	<p>The Chief Executive will only exercise these powers where the decision is in accordance with agreed Council policy and budget.</p>		

4.3 Human Rights Act and Other Legal Implications

a) Human Rights Act Implications

Under Article 8 of the Convention for the Protection of Human Rights and Fundamental Freedoms, as given effect to in the domestic law by the Human Rights Act 1998, every person has the right to respect for his family life.

The 1989 United Nations Convention on the Rights of the Child, which was ratified by the United Kingdom in 1991, provides that it is a fundamental right of every child to belong to a family, but such right is not enforceable in UK domestic law.

b) Legal Implications

The Secretary of State for Education has powers to issue a direction in relation to specified social services functions relating to children under s.497A of the Education Act 1996. Various directions have been issued in relation to statutory functions in Slough since 2014. There are two current directions one in 2017 and one in 2020.

The 2017 direction was issued to remove specific education functions from those that were subject to statutory intervention. The 2017 direction required that the remaining functions continue to be delivered by the Slough Children's Services Trust and that the Council continue to comply with instruction from the Department for Education (DfE) and the appointed commissioner.

Following an Ofsted inspection in 2019, the Council, the Trust and the DfE have worked together to identify a new operating model for statutory children's services and this resulted in the May 2020 direction. This requires the Council to work with the DfE and the appointed Commissioner to establish a future operating model and to comply with instructions from both in relation to the relevant statutory services.

The Children and Young Persons Act 2008 and associated regulations permit local authorities to enter into arrangements with separate organisations. This covers almost all social care functions relating to children and former care leavers, but excludes adoption functions unless the organisation is a registered adoption agency and appointment of Independent Reviewing Officers (s.25A and s.26 of the Children Act 1989). Functions contracted out must still be discharged by or under the supervision of registered social workers and any such delegation does not remove the Council's responsibility for ensuring that its statutory obligations are met.

The proposed changes to the Articles of Association and the new Governance Side Agreement will change the ownership of the Company and clarify the roles and responsibilities of the Council and the DfE. This will give the Council greater control over the strategic direction of the Company, whilst ensuring operational independence for day to day functions. The reserved matters, specified below, allow the Council to make certain high level decisions as opposed to leaving these matters to the Company's board of directors. This is common in local authority controlled companies to ensure compliance with procurement rules and to fit within the Teckal exemption.

The current service delivery contract expires in September 2021; however it is proposed that a new contract is entered into on 1 April 2021 to align with the new company structure. As the company will be controlled by the Council and the statutory functions are under a formal direction from the DfE, it is not appropriate to conduct a procurement process. However, separate legal advisors have been appointed to support the Council and the Company and there has been a detailed negotiation process to ensure that the service delivery contract is fit for purpose and protects both parties' interests.

On 16 December 2019, Cabinet considered the most appropriate way of delivering its adoption functions, as part of the Government's regionalisation of adoption proposals. Legal documentation is already well advanced and it is planned that that the function will transfer on the 1 April 2021. This transfer will result in some of the Company's staff being transferred to the new provider.

c) Equalities Impact Assessment

Services within the Company are supplied under a clear legal framework that includes equalities protecting the rights of children and adults in the delivery of services. The Equalities Impact Assessment shows no adverse impact on any protected groups, and identifies a number of potential positive impacts.

The new service delivery contract will set out a governance framework, including regular meetings at an operational and strategic level. These meetings will complement the existing framework to monitor and ensure improvement of services.

d) Data Protection Impact Assessment

The Council will undertake all necessary risk assessment and due diligence procedures mandated by data protection laws including the completion of a Data Protection Impact Assessment.

e) Workforce

There are clear workforce implications involving the transfer of staff from the Council to the Company. It is proposed that staff will transfer under TUPE (Transfer of Undertakings Protection of Employment) Regulations which provides protection to the transferring staff. Council staff are protected against having their terms and conditions changed in connection with the transfer.

Currently fifty posts identified to transfer to the Company, in addition to a further two management employees who will be seconded to the Company on a part-time basis subject to any final analysis of staffing and capacity. These roles involve managers and family support staff within the Early Help Hub, team, and NEET (Not in Education, Employment or Training) workers from Community Services. The business case for these transfers is appended.

The Council will follow its organisational change processes and any permanent staff in roles will be consulted and subject to TUPE processes. This will include engagement of Trades Unions.

The Company will meet with all affected staff to ensure that there is clear information given in relation to the changes, and to offer question and answer opportunities.

5. Supporting Information

- 5.1 In 2014 Slough Children's Social Care Services were placed under Statutory Direction by the Secretary of State. For the period during which the Direction remains in place, the DfE requires that Children's Social Services have 'operational independence' from the Council, and Slough Children's Services Trust was established in October 2015.
- 5.2 On 14 October 2019, Cabinet received a report following a peer review of the Children's Services Trust. This report noted the financial position of the Trust, and made recommendations for some additional funding to be transferred to help reduce further financial pressure.
- 5.3 On 16 December 2019, Cabinet received a report updating the financial situation of the Trust, which agreed a one-off capital injection of £1m, subject to a further £1.969 being made available by the Department for Education.
- 5.4 Whilst Children's Social Care services were delivered by the Company, Universal Services, Early Help and Targeted Youth Support Services remained within the Council. Responsibility for the administration of the Troubled Families programme later moved from the Company to the Council.
- 5.5 Following an options proposal in July 2019 to look at future models of delivery and further consultation, it was proposed that Children's Services in Slough will move towards a local authority owned company (The Company), with all services under the single accountability of a new combined Director of Children's Services (DCS)/Chief Executive post. With the move to a new Company and combined DCS comes the opportunity to look at the Slough's Children's Services Target Operating Model.
- 5.6 PeopleToo were commissioned to provide an independent assessment of services to determine which should be undertaken within the new Company. Their business case for the changes proposed is shown at **Appendix 1**. Their conclusions are summarised as follows.
- 5.7 Demand for statutory social work interventions in Slough continues to rise. Although lower than statistical neighbours, Slough's child in care population has increased per 10,000. This is attributable to children staying in care for longer periods of time and an increase in appropriate decision making in respect of children's welfare. Children are being supported with increasingly high and complex needs. To be able to improve outcomes the Council, Trust and the DfE recognise the need to reconsider the current operating models and move towards a whole systems approach.
- 5.8 This Business Case outlines two options in achieving this whole system approach and considers the risks associated with each option. **Option 1** is to take a phased approach to transformation where Universal Services operating at Tier 1 and 2 and Troubled Families will remain within the Council. The Family Support Service and the Targeted Youth Prevention Service, inclusive of NEET under the new

structure agreed as part of the Councils Our Futures Programme, will transition across to the new Company at a mutually agreed date no later than the 1st July 2021.

- 5.9 With Option 1 comes the recommendation to review this structure once embedded, to ensure that outcomes are being maximised in the most effective and efficient way. **Option 2** is to move all services delivered by the Council (excluding Education) into the Company at a mutually agreed date no later than the 1st July 2021.
- 5.10 The Transition Steering Group (a joint DFE, Trust and Council Officer group) meeting on the 15th December 2021 proposed that Option 1 would at this time be the preferred approach. Details of the posts that will transition from the Council are included within a separate confidential document. It has also been agreed that all current services (intensive intervention and statutory services) delivered by Slough Children's Services Trust operating at Tier 2,3 and 4, will transition across to the new Company on the 1st April 2021. Given the observations of how dependent the current system process is on business support, it is proposed that the business support posts move across from the Trust to the Company to ensure service stability, with the recommendation that a health check of the Children's Services Case Management System Liquid Logic is undertaken. If functionality is maximised this should be a system that is not time consuming for practitioners and allows them to manage their own workflow accordingly. This could see a reduction in the business support staff currently operating elements of this process on behalf of practitioners but would need to be carefully planned to minimise any impact on recording.
- 5.11 At the same time, the Company will complete the move to join Regional Adoption Agency arrangements, and the transfer of nine staff into this arrangement. Cabinet previously approved this move in December 2019. This should allow our children to draw from a wider pool of adopters, achieving stability and permanence more quickly than at present.
- 5.12 It should be noted that this Business Case relates to the Teams directly involved in the delivery of Children's Services including Business Support but not Corporate Support Services such as Finance and HR, which have been the subject of a separate business case.
- 5.13 The provision of corporate support services has developed historically since the establishment of the Trust with services being directly delivered by the Trust as well as by the Council. The Trust has its own Finance, HR, Communications and Customer interface functions and other services including Data and Governance, Improvement projects and executive team support. The Trust has Finance transactions, Payroll, IT services, Property and Facilities Management and Insurance provided by the Council and contracts externally for Legal services.
- 5.14 Given the current position of corporate support services and the timescales of transitioning to a Company, the key principles that have been proposed in the business case are:
- a. There is no change to service provision as of 1st April 2021 to ensure continuity and allow more development of Service Level Agreements (SLAs).

- b. SLAs for all services in scope are critical to determining and agreeing the service requirements and how this can best be delivered from the perspective of efficiency, service quality, resilience, and sustainability. The development of SLAs is a priority particularly for Procurement, Finance, HR, IT and Digital and Property FM. This work should commence prior to 1st April 2021 and be completed by 30th June 2021 with SLAs for other services to be completed by 30th September 2021. All costs and funding sources need to be considered in the development of SLAs and any subsequent changes to SLAs and service provision need to be mutually agreed. Quality of service provision and meeting the specification set out in the SLAs will be the key measures and if there is on-going failure to meet the requirements then there would be an option to discuss alternative provision and the financial consequences will need to be managed between the parties.
- c. The Council will charge for service at full cost including direct costs and service overheads but not corporate overheads.

6. Board Arrangements and Reserved Matters

- 6.1 The proposal to develop a wholly owned Company gives the Council significantly more influence over the running of the Company, and alongside the merging of the roles of Executive Director of Children, Learning and Skills, and Chief Executive of the Company, offers the opportunity for much closer working across the Company and the Council. This offers the potential for increased integration and better outcomes for children and young people.
- 6.2 The Chief Executive of the Company will also be an Executive Director of the Council, report to the Council Chief Executive and be a member of the Corporate Management Team. Performance Information of the Company will be shared with the Council. Governance will take place through the monthly oversight of a Council Commissioner, and quarterly formal governance meetings including the Chief Executive, Executive Director of Corporate Resources and the Lead Member. A Service Delivery Contract is being drawn up, specifying the outcomes from the Company, the manner of its functioning, and the performance to be monitored
- 6.3 The Council will nominate three non-executive Directors to the Company Board. There will be a further three independent non-executive Directors, three executive Directors, and an independent Chair.
- 6.4 Whilst the Board will have operational freedom to run the Company, the following will be reserved matters requiring Council approval as the sole owner of the Company:
 - Any appointment and/or removal of the Chief Executive or a Council Director and/or any changes to the terms of such appointments;
 - Any change to the membership of the Company;
 - The annual approval of the Business Plan and any in-year variation to the business plan;
 - Any changes/amendments to the articles;

- The voluntary winding up of the Company or dissolution or appointing any liquidator or administrative receiver of the Company or any of its assets (save where the Company is insolvent or any action is necessary by the Directors in order to comply with their statutory duties or to avoid potential civil or criminal liability);
- The entering into by the Company of any new third party contracts for the provision of services by the Company to third parties which are outside the scope of the Service Delivery Contract and/or the Business Plan and which have a total value in excess of £181,302;
- The entering into by the Company of any borrowing, credit facility or investment arrangements (other than trade credit in the ordinary course of business) with third parties of more than £250,000;
- The entering into by the Company of any other contractual arrangement with the Council for the provision of other services to the Council following the service commencement date of the Service Delivery Contract, but only to the extent that any such contractual arrangement falls outside the scope of the Service Delivery Contract and/or the Business Plan;
- Any proposal by the Company to form any legal entity or undertaking in which the Company would be a member, shareholder or hold any analogous position in any jurisdiction or acquiring shares in any other company;
- Participating by the Company in any partnership or joint venture whether incorporated or not or amalgamating or merging the Company with any other company or business undertaking, but only to the extent that such arrangements fall outside the scope of the Service Delivery Contract and/or the Business Plan;
- The Company giving any guarantee, suretyship or indemnity outside the ordinary course of its business to secure the liabilities of any person or assume the obligations of any person (other than the Company or a wholly owned subsidiary of the Company);
- The selling or disposing of in any way whatsoever any part of the business (including assets) of the Company;
- Dealing with any surpluses of the Company, other than those surpluses which are agreed, pursuant to the Business Plan or Service Delivery Contract, that may be retained by the Company;
- The Company acquiring, or agreeing to acquire, any freehold or leasehold interest in or licence over land except where the Member is the seller, lessor or licensor (as applicable) of the land in question, in which case Member approval pursuant to this Article shall not be required;
- The Company creating any encumbrance over the whole or a significant part of its undertaking or assets;

- Any changes to the Company name, trading name or registered office of the Company or physically relocating the headquarters of the Company;
- The Company commencing, settling or defending any significant claim, proceedings or other litigation brought by or against it, except where they are a part of the Company's ordinary course of business and/or operations;
- Appointing or removing an auditor, and acquiring assets outside the scope of the Service Delivery Contract and/or the Business Plan.

7. The Governance Side Agreement

7.1 The Governance Side Agreement sets out the roles and responsibilities of the Secretary of State during the period of statutory intervention, including the detail of consent and consultation rights. This includes:

7.2 Consent rights:

- removal or appointment of the Chair of the Board of Directors;
- removal or appointment of the Chief Executive of the Company;
- any change to the membership of the Company;
- approval of any voluntary winding up or dissolution of the Company, duties or avoid potential civil or criminal liability;
- approval of any new contractual arrangement for provision of other services outside of the scope of the service delivery contract or business plan;
- approve the Company setting up a legal entity which it would be a member or shareholder in;
- approve the Company participating in a partnership or joint venture, where this falls outside the scope of the service delivery contract or the business plan;
- approve any exercise by the Council of a right to direct the Board to take or refrain from taking specified action.

7.3 Consultation rights:

- decisions about removal or appointment of a Council non-executive director;
- approval of the annual business plan and any in-year variances;
- the Company entering into any new third party contracts for services outside the scope of the service delivery contract or business plan and which have a total value in excess of £181,320;

- any changes or amendments to the Articles of Association.

7.4 The agreement sets out the process for seeking consent or consulting the DfE, including the period for reply. If the DfE does not reply within this time period, consent is deemed given.

8. Company Objects

8.1 The Trust took services from “inadequate” to “requires improvement to be good”. Now is the time to push forward to ensure services are good or better. The close partnership with the local authority, the integration of targeted early help services and the bringing together of the Executive Director of People (Children) and the Chief Executive of the Company creates a unique opportunity to realise the Council’s ambitions for vulnerable children and families in Slough.

8.2 Creation of the Company allows for the following benefits:

- Improved resilience of the service, and flexibility and adaptability to allow the service to strengthen and grow;
- Improved financial benefits due to increased efficiencies;
- Improved safeguarding of children and the quality of the delivery of service to children and their families;
- Opportunity for the Company and SBC to work together collaboratively with increasing clarity and objectivity to build trust and mutual confidence leading to better outcomes for children and their families in Slough.

8.3 The objectives of the Company are to provide social care, youth offending and other related services and support to children, young people and their families for the advancement of the community, and in particular:

- To provide high quality and coordinated services in connection with children, young people and their families, including in relation to safeguarding, children in care and at the edge of care, children leaving care and adoption and fostering services;
- To innovate and to secure improvements in the quality, effectiveness and value for money of the services provided to children, young people and their families in respect of social care, family support and youth offending services;
- To advance and promote social care, family support and youth offending services available to children, young people and their families;
- To work collaboratively with other agencies to identify the individual social care needs of children and young people and to establish suitable arrangements to prepare for and meet such needs;
- To make a positive and effective contribution to multi-agency early intervention support for children, young people and their families to avoid the need for more intensive social care support;

- To ensure that effective care planning and appropriate intervention is in place which protects children from harm, reduces the need for children to be in care unless absolutely necessary, and supports those in care;
- To establish and operate arrangements based on best practice and innovation and to work in partnership with all agencies involved with children, young people and their families to encourage and support children and young people to achieve positive outcomes; and
- To establish, promote and encourage the development of collaborative working arrangements between individuals and organisations in the field of information, advice, guidance and support to deliver high standards of social care, family support and youth offending services to children and young people.

9. Background Papers

None

10. Appendices

- A Peopletoo Business Case for a new target operating model for Children's Services to be delivered by the new Local Authority owned Company.
- B Equalities Impact Assessment

Slough Children's Services

Business Case for a New Target Operating Model
for Children's Services to be Delivered by the
New Local Authority Owned Company

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Executive Summary

Following an inadequate Ofsted judgment in 2013 report published in 2014, Slough Children's Social Care Services were placed under Statutory Direction by the Secretary of State. For the period during which the Direction remains in place, the DfE requires that Children's Social Services have 'operational independence' from the Council, and Slough Children's Services Trust was established in October 2015.

Whilst Children's Social Care services were delivered by the Trust, Universal Services, Early Help and Targeted Youth Support Services remained within the Council. Responsibility for the administration of the Troubled Families programme later moved from the Trust to the Council.

A further Ofsted inspection in January 2019 found services to be "requires improvement to be good". Following an options proposal in July 2019 to look at future models of delivery and further consultation, it was agreed by the Council's Cabinet, the Trust Board and the Parliamentary Under-Secretary of State for Children and Families, that articles would be amended to enable Children's Services in Slough to move towards a local authority owned company (LAoC), with all services under the single accountability of a new combined Director of Children's Services (DCS)/Chief Executive post. With the move to a new LAoC and combined DCS comes the opportunity to look at the Slough's Children's Services Target Operating Model.

Demand for statutory social work interventions in Slough continues to rise. Although lower than statistical neighbours, Slough's child in care population has increased per 10,000. This is attributable to children staying in care for longer periods of time and an increase in appropriate decision making in respect of children's welfare. Children are being supported with increasingly high and complex needs. To be able to improve outcomes the Council, Trust and the DfE recognise the need to reconsider the current operating models and move towards a whole systems approach.

This Business Case outlines two options in achieving this whole system approach and considers the risks associated with each option. **Option 1** is to take a phased approach to transformation where Universal Services operating at Tier 1 and 2 and Troubled Families will remain within the Council. The Family Support Service and the Targeted Youth Prevention Service, inclusive of NEET under the new structure agreed as part of the Councils Our Futures Programme, will transition across to the new LAoC at a mutually agreed date no later than the 1st July 2021.

With option 1 comes the recommendation to review this structure once embedded, to ensure that outcomes are being maximised in the most effective and efficient way. **Option 2** is to move all services delivered by the Council (excluding Education) into the LAoC at a mutually agreed date no later than the 1st July 2021.

The Transition Steering Group (a joint DFE, Trust and Council Officer group TSG) meeting on the 15th December 2021, proposed that Option 1 would at this time be the preferred approach. Details of the posts that will transition from the Council are included within a separate confidential document Appendix 1. It has also been agreed that all current services (intensive intervention and statutory services) delivered by Slough Children's Services Trust operating at Tier 2,3 and 4, will transition across to the new LAoC on the 1st April 2021. Given the observations of how dependent the current system process is on business support, it is proposed that the business support posts move across from the Trust to the LAoC to ensure service stability, with the recommendation that a health check of the Children's Services Case Management System Liquid Logic is undertaken. If functionality is maximised this should be a system that is not time consuming for practitioners and allows them to manage their own workflow accordingly. This could see a reduction in the business support staff currently operating elements of this process on behalf of practitioners, but would need to be carefully planned to minimise any impact on recording.

It should be noted that this Business Case relates to the Teams directly involved in the delivery of Children's Services including Business Support but not Corporate Support Services such as Finance and HR. Corporate Support Services are dealt with in a separate business case.

Background

Demand for statutory social work interventions in Slough continues to rise. Although lower than statistical neighbours, Slough's child in care population has increased per 10,000 which is attributable to children staying in care for longer periods of time and an increase in appropriate decision making in respect of children's welfare. Children are being supported with increasingly high and complex needs.

To be able to improve outcomes Slough recognise the need to reconsider the current operating models and move towards a whole systems approach.

Whilst there is lots of offerings to support children, young people and their families in Slough, there are also significant gaps in the delivery, as the population changes over time these gaps will continue to widen if they are not addressed now. The Council have already made the decision to integrate NEET services with Targeted Youth Support. This decision was made following the consultation undertaken as part of the Our Futures Programme in 2020. This integration is hoped to have a positive impact on the early identification and prevention of NEET children, along with increasing the targeted intervention for this cohort of children and young people who are NEET, to support re-engagement in education or training.

Although Slough currently has a very large under-9 population, the graph below tells a very interesting story (figure 1). The population within the 0-9 age banding is expected to decrease, year-on-year. Slough's total population is expected to increase by almost 1.67% by 2030, with the population within the 10-18 age banding expected to increase by over 17.35% by 2030, peaking in 2027. The adolescent population is expected to increase at a faster rate than any other age banding below the age of 65.

Costs to meet the needs of these young people are generally very expensive, coupled with the significant challenge of complex behaviours. Complex behaviours are a key driver of the need for intervention, and if we consider youth crime statistics in figure 2 which indicate Slough sits within the second highest % across the country at 115 per 10,000 in this age group, this will be having an impact also evidenced by the high demand in children and young people subject to a child protection plan. This would indicate that targeted, well-coordinated and intensive intervention is required to improve long term outcomes and support sustainable change for young people.

Figure 1 % Population Variation from Current Group

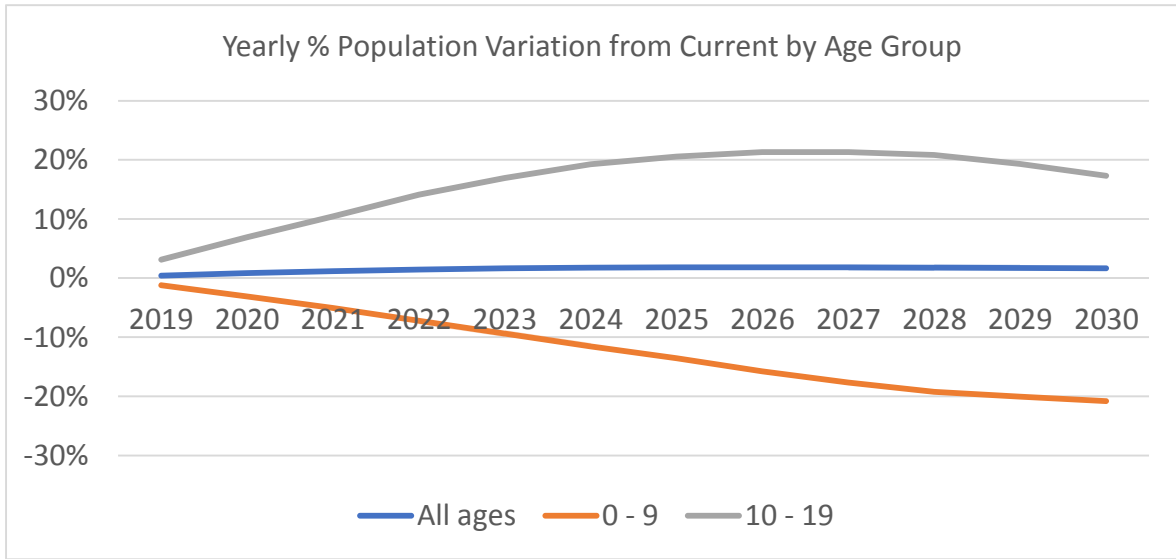
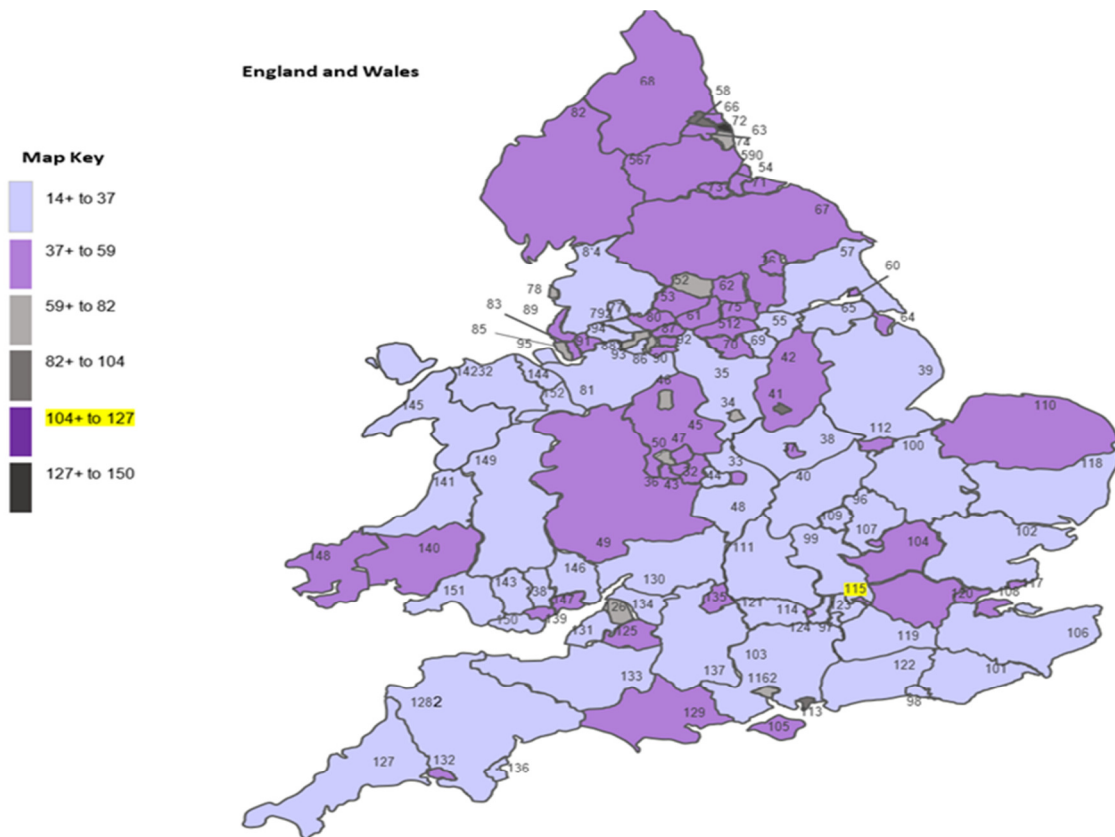


Figure 2 In Slough the rate of young people cautioned or sentenced per 10,000 of general 10-17 population was 115 year ending March 2019.



Moving to a whole-system approach will help Slough create a unifying methodology, language and understanding that supports multi-disciplinary working and promotes consistency in families' experience by encompassing the wider workforce, young people, families and communities.

This also supports the principles of Our Futures, a corporate initiative to develop a world class whole system approach in Slough with Community Hubs at the core. Working with partners and local communities to support the needs of the local area with a critical focus on prevention and timely intervention.

Slough's Early Help and Prevention

Associated Benefits

Integration of services and a review of the operating system as a whole across children and young people's services has the strong potential to drive financial efficiencies over time.

A robust Early Help and Prevention offer that operates a single continuum of need model with children's social work services and the wider universal offer, will create a resilient service where the right support is being delivered at the right time. As this model of working embeds the escalation of need to risk will reduce, and as such demand throughout the system should also reduce, with only those children and young people with the highest needs receiving statutory social work services.

As the Local Authority and the Trust have operated separately for some period of time now, there is likely to be duplication in some areas within the workforce potentially within the family support roles. As the longer-term vision of integration is planned in detail there maybe the opportunity to reconsider the family support workforce in light of a new whole system approach.

Business support is used in a variety of ways throughout the current operating model. It would appear that the support functions assist the practitioners in using the case management system. It would be recommended that the case management system is reviewed in light of potential streamlining of processes. If the systems functionality is being used effectively this should be a system that is not time consuming for practitioners and allows them to manage their own workflow accordingly. This could see a reduction in the business support staff currently operating elements of this process on behalf of practitioners.

There is also the possibility of duplication of roles throughout the Local Authority and the Trust in terms of business support functions. Greater and wider integration will bring about the opportunity to streamline these services to maximise efficiency and resource.

Key Assumptions

There is a clear vision across both the Council and the Trust for the transformation of all services to create a whole systems approach to Social Work Practice. This is not a simple process the system is complex, relying on context, precedent, relationships and culture.

In summary what is clear at this stage is that a revised and integrated, whole system approach to Early Help and Prevention in Slough is required. The greater consideration is not what the model should look like, but more how best to achieve a one system service offer.

Key assumptions/ considerations in achieving this goal are set out below:

- A phased approach to reaching this goal will allow time for detailed review and planning, along with wider stakeholder engagement to ensure each step is being taken forward at the right time with the right engagement.
- A joint management structure straddling both the LAoC and the Council will improve greatly the integration, the buy in and the continued joint approach to future transformation.
- The current Early Help and Prevention operating model requires rethinking. There is good practice happening within the Council, the offer is well embedded, understood and sees good engagement from families and partners. However, these services appear to target primarily tier 1 and lower end tier 2 on the threshold of need.
- The current model encourages a “refer to” culture and the capacity of the service is limited, resulting in waiting lists for “step downs” from social care.
- There is an evidenced gap in the effectiveness of the offer for high end tier 2 and lower end tier 3 cases. Statutory demand is increasing and the complexity of need, particularly in the adolescent years is high.
- Whilst it is imperative that all services work together seamlessly to offer a joined-up approach at the earliest opportunity, the impact on business continuity is an important consideration in next steps planning.
- To transition to a whole system approach will be a substantial transformation journey for the workforce, the move to a single leadership should bring immediate alignment and opportunity for strategic review of the service offering as a whole.

Risks

There are two approaches to achieving the same end goal. **Option 1** is to take a phased approach to transformation. **Option 2** is to move all services into the LAoC from day one.

Risk associated with Option 1

- This approach could encourage a continued divide between service delivery, this can be mitigated by a strong joint leadership structure with the DCS, Head of Early Help and Prevention and Early Help and Prevention Group Manager working across both organisations.
- Prevents control of all resources by LAoC (although this should be mitigated by having one DCS).
- Reducing the resource in tier 2 delivery in the Council would mean that the Children Centre to Family Centre transformation would need to be reconsidered. Whilst the overall offer is not minimised, the way in which intervention is delivered to maximise resource should be reviewed.

- Could result in duplication of service delivery if the offer is not a seamless service and pathways clearly defined from the beginning.

Risks associated with Option 2

- The current offer is well embedded, a bold shift could be destabilising.
- Does not allow for planned development for greater integration under a co-production approach with wider stakeholders and the community.
- There is the potential for reduction of family engagement with families, if the narrative is not well delivered and the model clear. Planned consultation and co-production could alleviate this.
- Impact on wider partner agencies continuing to develop and work together, this would be mitigated by the joint Early Help leadership.
- Possible disruption to the imminent transformation of children centres to locality family centres. The wider system would benefit from a review of service effectiveness and gap analysis prior to the move to family centres reviewing how this shift of resource will impact upon delivery, and how to improve the offer by greater partnerships with wider agencies.
- Confusion of the Early Help offer and change to pathways could increase statutory referral rates.

The Scope of the Services Going into the LAoC

TSG has proposed that at this time a phased approach to change is the best option. Children and Young Peoples Services in Slough will continue to plan for a whole systems approach to delivering intervention. It is recognised that achieving this requires time and planning. A phased approach will allow time for the Early Help system to be reviewed in detail in order to maximise the skill set and will operate under an integrated leadership team spanning both the LAoC and the Council Early Help services from day 1.

By taking this approach there is confidence that impact to business continuity is minimised and the immediate need for intensive intervention is addressed.

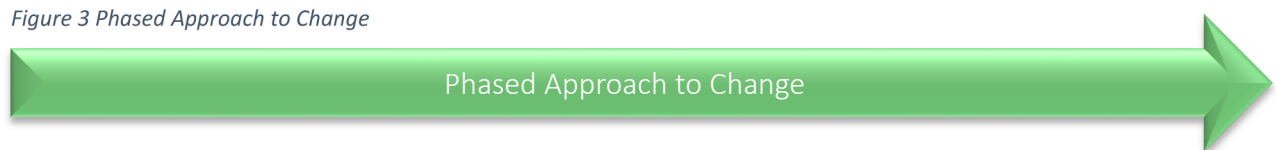
Proposed services moving to LAoC as phase 1:

- ✓ Early Help Hub (Family Support Services)
- ✓ Targeted YPS (Inclusive of NEET)

Proposed services to remain in the Council and undergo an effectiveness review as a community partnership offer:

- ✓ Children Centre's
- ✓ Quality Care and Learning
- ✓ Mental Health
- ✓ SEND Outreach/SEDIASS
- ✓ FIS
- ✓ Early Years
- ✓ Troubled Families

Figure 3 Phased Approach to Change



Phase 1: Meeting the immediate need whilst ensuring continuity of current service delivery and planning for future change.

Review staffing and skill sets across SCT and the LA to develop a targeted intensive intervention service in LAoC
Progress the Children Centre Transformation in the Council

Phase 2: Embedding practice

- Workforce development and detailed service design
- Allowing time for development of a new Intensive support service
- Children Centre Transformation to develop and embed
- Wider consultation and planning for full

Phase 3: Review

- Review the effectiveness of the service, the outcomes, operating model and feedback
- Consider further wider integration of all children's services to create a one system delivery approach

Slough's Target Operating Model

Figure 4 below depicts the agreed Target Operating model for transitioning by the 1st of July 2021. TSG has recommended that Universal Services operating at Tier 1 and low level tier 2 will remain within the Council. The Family Support Service and Targeted Youth Prevention Service inclusive of NEET will transition across to the new LAoC to create a targeted Tier 2 and 3 prevention service. Refer to the separate confidential Appendix 1 for details of the posts which will transition to the new LAoC at a mutually agreed date no later than the 1st July 2021.

It should be noted that following discussions with the DCS and Assistant Director (AD) for Children and Families and the DCS it has been agreed that due to the strategic nature of the AD role across Early Help, Early Years and the Children Centre and Family Hubs it is anticipated that only 25% of the ADs time will be apportioned to the LAoC. However, it is envisaged that the Group Manager post will spend the majority of their time overseeing the larger portfolio of staff within the LAoC and therefore 75% of their time has been apportioned to the LAoC. This should be reviewed once the services are embedded. All current services (intensive intervention and statutory services) delivered by Slough Children's Services Trust operating at Tier 2,3 and 4, will also transition across to the new LAoC from the 1st April 2021. Refer to Figure 5 Directorate Structure Phase 1.

Figure 4 Proposed Target Operating Model Phase 1

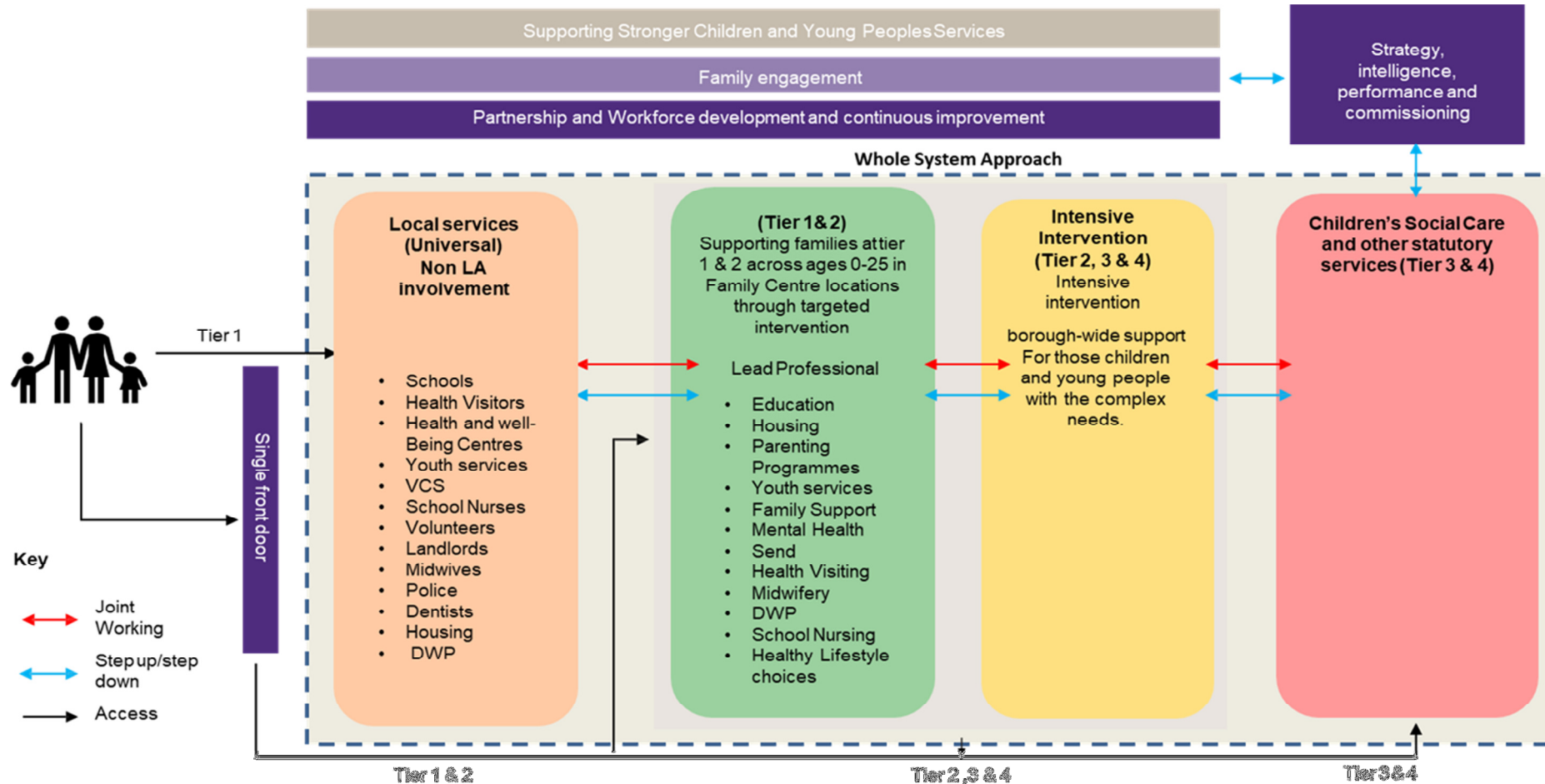
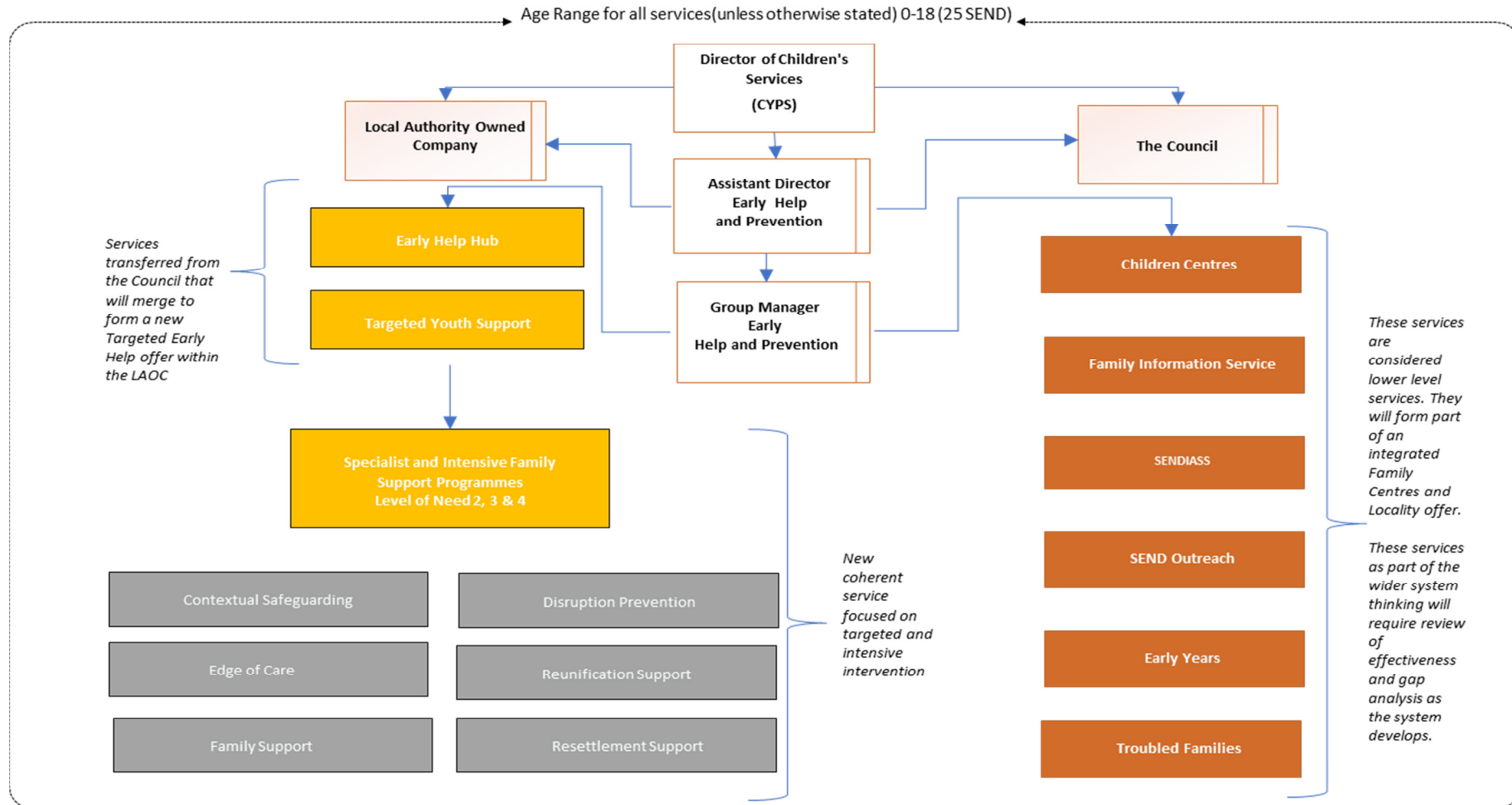


Figure 5 Directorate Structure Phase 1



Operational Business Support

There is currently a significant dependency on business support within the Trust. It is apparent that the business support functions greatly assist the practitioners in using the case management system. Currently both the Local Authority and The Trust use the IT solution Liquid Logic Children's Social Care System (LCS) and the Early Help Model (EHM).

In the previous internal review July 2020 there was reconfiguration of functions within the Trust. The largest group affected was the business support function. In effect the business support function now sees four business coordinators one in each service, the roles undertaken here are coordination aspects, supporting the service directorate and the associated admin. These roles are not so entrenched in day to day LCS recording.

There are eight business support roles for MASH and Assessment who are integral to the completion of the workflow on LCS and EHM. Responsibilities include form completing, contact records, meeting organisation, delegation of information sharing elements within the MASH episode, to minuting and record strategy discussions on LCS, data and performance management, chronology and genogram (a detailed family tree and significant events) inputting.

The system is a workflow-based case recording management style. Elements of the workflow are dependent upon another to proceed throughout the record that reflect the children's journey, and also shows what status the child is in terms of need and risk. If certain parts of the system are not completed, then other parts cannot be commenced. A good example of this is the Child Protection pathway. If the strategy discussion was held and the minutes were not added to the system, the pathway cannot progress to conference.

This carries a multitude of risk including the record not being accurate and the child or young person's status not being visible. Thus, Emergency Duty and other partner agencies would not know a child was subject to a plan or a likelihood risk of significant harm. Back log forms and workarounds are then developed away from the system and the use of spreadsheets and word documents often replace the system template in order to physically progress the work.

Other elements of the business support function across the Trust support and track performance, facilitate transferring of cases, booking required services and on occasion supporting Social Work Practitioners and Managers with adding case recordings and supervision notes to the system.

Given the observations of how dependent the system process is on business support it is proposed that the current business support posts move across from the Trust to the LAoC to ensure service stability, with the recommendation that a Liquid Logic health check is undertaken.

If the Liquid Logic systems functionality is being maximised this should be a system that is not time consuming for practitioners, allowing them to manage their own workflow

accordingly. This will also enable reporting to be presented in a meaningful way by use of dashboards and real time tracking. This could see a reduction in the business support staff currently operating elements of this process on behalf of practitioners but would need to be carefully planned to minimise any impact on recording.

This will allow for complete review of functionality and also reconsider the current system configuration in line with the staffing and service restructures, to ensure that the system mirrors the practice, and the business intelligence is integrated and measures the success of the new operating model.

Conclusion

Slough are working together across children and young people services to create a one continuum of need approach by integrating services. It is clear that as the population grows so will the increase in the demand in adolescents requiring support. This is an identified gap in the current service offering. It is recognised children's services is a system and that the wider Early Help aspects of this system may well benefit from closer alignment in the near future.

An iterative approach is considered the best way forward. This approach should address the immediate needs identified and current gaps, whilst also allowing the time required to consider the wider complexities and impact of the One Futures Programme and establishment of the LAoC. A phased approach will ensure the required collaboration is undertaken and that the model is robust, well received and sustainable.

Services will require review in the near future to determine effectiveness and how best to maximise the Early Help resource as a whole system. We would strongly recommend that Business Support services and use of IT systems are also reviewed to ensure maximum benefit and efficiency following the establishment of the LAoC.

Equality Impact Assessment

Directorate: People (Children)	
Service:	
Name of Officer/s completing assessment: Eleni Ioannides	
Date of Assessment: 23/02/2021	
Name of service/function or policy being assessed: Future Delivery Model for Slough Children's Services	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>Provide closer alignment between social care services to children and the Council, allowing the Council greater influence over services, and streamlining early help and children's social care services for greater impact and efficiency.</p>
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>Targeted early help services and targeted youth support services (including NEET) are currently delivered by the Council, and children's social care services are currently delivered through a Trust arrangement. This proposal will bring them together in a Company wholly owned by the Council under the direction of a joint Director of Children's Services (DCS)/Chief Executive..</p>
3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p>

	<p>There are two aspects to the changes:</p> <ol style="list-style-type: none"> 1 To the transferring staff. This will be done under TUPE arrangements, meaning that their terms and conditions are fully protected. A full Impact Assessment will be done as part of that process. 2 To the children and families of Slough.
4.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>Bringing these services together will enable greater service coherence, reduce gaps and duplications and ensure greater efficiency. This will enable better support to the most vulnerable children and families, including those with disabilities, those in poverty, with mental health problems and who are subject to poor parenting due to substance misuse or domestic violence. By having an integrated and targeted early help offer, this will allow families to receive support at an early stage and should prevent statutory intervention in some families.</p> <p>As the company is wholly owned by the Council and there will be a joint DCS/Chief Executive and two other senior staff working across both organisations, this will allow better alignment between children's social care and early help services and education and SEN services. The DCS will be a member of the Council's corporate management team and will have close working relationships with colleagues managing services such as adult social care, housing, leisure and regeneration services. This will allow the officer to represent the needs of children and families and ensure better integrated services.</p>
5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>No identified negative impacts</p>
6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p>

	Business case for the transfer and bringing together of service has been completed by external consultants following a consideration of the local situation and services, examination of finances, staffing and data.
7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>Affected staff groups have been advised and the Council will follow its HR policies in relation to TUPE transfer of staff.</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>It is likely to improve community relations.</p>
9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>n/a</p>
10.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>The Council will enter into a service delivery contract with the Company. This will have an agreed performance framework with key performance indicators. There will be regular operational and strategic meetings between the Council and the Company to discuss performance issues, including equality impacts, and monitor data. In addition, whilst the services remain under intervention by the Department for Education, there will continue to be regular meetings to discuss performance. This includes receiving data broken down by equality groups, such as age, race and sex to review the impact of policy and procedural changes.</p>

What course of action does this EIA suggest you take? More than one of the following may apply	✓
Outcome 1: No major change required. The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken	✓
Outcome 2: Adjust the policy to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? (Complete action plan).	
Outcome 3: Continue the policy despite potential for adverse impact or missed opportunities to promote equality identified. You will need to ensure that the EIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact (see questions below). (Complete action plan).	
Outcome 4: Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination. (Complete action plan).	

Action Plan and Timetable for Implementation

At this stage a timetabled Action Plan should be developed to address any concerns/issues related to equality in the existing or proposed policy/service or function. This plan will need to be integrated into the appropriate Service/Business Plan.

Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date

Name: Eleni Ioannides Signed: (Person completing the EIA)
Name: Signed: (Policy Lead if not same as above)
Date:

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 15th March 2021

CONTACT OFFICER: Michael Jarrett - Associate Director, Children and Families
Ketan Gandhi - Associate Director, Place Regulation

(For all enquiries) 01753 476556

WARD(S): All

PORTFOLIO: Cllr Carter, Cabinet Member for Children and Schools

PART I
NON-KEY DECISION

YOUTH OFFER AND YOUTH CENTRE PROJECT PROGRESS REPORT**1. Purpose of Report**

To provide Cabinet with an update on the progress of the Youth Offer and Youth Centre project, which aims to refresh the youth offer in Slough and design and open a new youth centre as an enabler of the delivery of the offer.

2. Recommendation(s)/Proposed Action

Cabinet is requested to note the progress towards the project aims.

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 will enhance a youth offer in the Borough, which in particular impacts the Starting Well outcome area:

SJWS Priorities:

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

This project will consider the needs of young people as identified in the Joint Strategic Needs Assessment.

(b) Five Year Plan Outcomes

The report primarily supports outcome areas 1, 2 and 5 in the Five Year Plan. 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 attract, retain and grow businesses and investment to provide opportunities for our residents

4. Other Implications

(a) Financial

A capital allocation of £5 million was made in 20/21 and is carried forward to the 21/22 financial year.

No new revenue expenditure is currently anticipated for this project during 21/22. The revenue costs for developmental work is ring fenced within existing revenue budgets. The directorates that will allocate staff time will build this requirement into their existing budgets and plans for 21/22.

Revenue costs directly associated with the running of the new youth facility will be incurred from 22/23 onwards and will be defined through the production of a full business case. These will be included in the next report to Cabinet, which is estimated to be submitted in Q2 21/22.

(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 implications of this report.

Local authorities have a duty under s.507A of the Education Act 1996 to secure, so far as reasonably practicable, access to (a) sufficient educational leisure-time activities for the improvement of young people's well-being and sufficient facilities for such activities and (b) sufficient recreational leisure-time activities which are for the improvement of young people's well-being and sufficient facilities for such activities. Young people are defined as those age 13 to 19 years (up to 24 for those with a learning difficulty or disability).

(d) Equalities Impact Assessment

A full equalities impact assessment will be carried out as part of the delivery phase of the project and will inform the decision paper that will be brought to Cabinet during 2021/22.

The new Youth Offer will offer considerable opportunity to the young people of the town and particularly to those more alienated from accessing main stream activity. The Offer, and the proposed youth centre that will be developed and opened, will provide a mix of open access and targeted opportunities, ensuring that young people's needs are met. The centre itself will be in a town centre location to ensure it is accessible to young people from all areas of the Borough.

5. **Supporting Information**

- 5.1. This is a report outlining the progress made within the Youth Offer and Youth Centre project.

Context

- 5.2. Slough has the youngest population in the country. 29% of our population are aged between 0 and 17. Our young people are the future of the town and it has been a long standing ambition to ensure that our young people get the best start in life and take ample opportunity from what society has to offer. Young people of the town and professionals alike have told us that although there are many opportunities, these are sometimes not accessible to all and young people don't have an identifiable bespoke space that can cater for their needs and open up these opportunities. This project has been established to address that need and put young people front and centre in the recovery of the town.
- 5.3. Before the start of the Covid-19 pandemic it had already been identified that young people in Slough needed access to greater facilities and opportunities tailored to them. Alongside the planning for integration of youth opportunities in some of the localities Hubs, it was identified that an additional purpose-built or purpose-designed facility would be required to meet the needs of young people in Slough. £5m was allocated in the 2020/21 capital budget in recognition of this need
- 5.4. In parallel it was identified in 2019 that the Slough Youth Offer was due a refresh, which would coincide with the re-commissioning of some aspects of youth provision, which at the time was scheduled for early 2021. [Note that a short-term extension to current providers was subsequently offered, taking the existing contract to summer 2021].
- 5.5. Combined, this created the case for establishing a dedicated project that refreshed our Youth Offer and developed a business case for a new Youth Centre. Due to the Covid-19 pandemic, this project started formally in summer 2020.

Refreshing our Youth Offer

- 5.6. Slough has an existing Youth Offer delivered through a wide network of public, voluntary, and private sector organisations. The current Youth Offer can be described under the following categories:

- Youth Participation and Voice
- Health and Wellbeing
- Culture and Leisure
- Skills and Advice
- Targeted Support

5.7. Our future Youth Offer will need to build on the strengths of the current approach whilst being adaptable to the changing needs of young people in the Borough. In terms of changing needs to consider these include that:

- Deprivation remains a significant challenge for families. One in five young people under 16 live in low-income families
- Slough has a relatively high proportion of overweight young people
- Many young people have faced new challenges caused by lockdown and the closure of schools and colleges, including negative impacts on their mental health, physical health, friendships, and learning
- The youth unemployment rate in Slough has risen sharply since spring 2020
- Incidences of serious violence, and the impacts of negative gang experience, remain high in the Borough.

5.8. Between September and November 2020 this project ran, or drew on insight from, a series of meetings and workshops. The aim of these sessions was to ensure the project work was grounded in an understanding of the needs of young people over the next five to ten years, and what this might mean for the Youth Offer in Slough. These discussions included Members, officers in youth services, early help, and place teams, as well as colleagues from the voluntary and community sector and other partner representatives who sit on the Children and Young People’s Partnership Board.

5.9. Insight to inform this project was also gathered through the engagement phase for developing the 2040 Vision. Through that engagement it became apparent that there was support for additional youth facilities, and that young people’s skills and employment opportunities would need to be an integral part of the delivery of the new offer.



Mural Board capturing young people’s feedback through the 2040 Vision development

5.10. Overall, the following three key need areas were identified through these discussions:

- **Develop skills and access opportunities**, including improving the rates of employment, education, and training
- **Improve safety**, including reducing serious youth violence
- **Inspire new ideas**, including enhancing entrepreneurship as well as participation in culture and the arts

5.11. It was further defined that the overall youth offer needed to primarily:

- Be accessible to young people between the ages of 10 and 21
- Include a new youth facility in the town centre
- Connect to existing provision and the new localities hubs
- Ensure inclusive access for our diverse communities
- Enhance our Early Help provision
- Integrate with our culture, arts and leisure offer
- Support the skills and employment agenda

Developing a new Youth Centre

5.12. A key aspect of delivering against a refreshed youth offer is designing and opening a new facility in the town centre. The town centre was identified as the ideal location due to its accessibility from all parts of the Borough, its neutrality in terms of location, and its complementarity to the locality hubs and other regeneration activity already underway or planned.

5.13. During 2020 a set of discussions were held with external organisations with expertise in design, delivery and sponsorship of youth facilities. Research was also undertaken into youth centre models in local areas across England, including approaches taken in Luton, Greenwich, and Islington. This enhanced our knowledge of youth provision accessible in other local areas in the country and expanded our network of partners in the youth sector.

5.14. Through this discovery phase of work a set of core themes were identified that will underpin a successful new youth centre:

- A centre should be run as a collaboration between public, voluntary and community, and private sectors
- Youth engagement needs to be integral in design, development, and delivery of the centre. Youth involvement in the governance of the centre is good practice
- A sustainable revenue model needs to underpin a long-term plan for the centre and how it enables the achievement of a local youth offer, however, revenue costs for developmental work have been ring fenced.
- To add value, a centre needs to be flexible to enable young people to pursue their ideas alongside receiving support if they require it
- To be accessible and inclusive, the centre needs to be affordable for all groups in the local community and the income model driving the operations of the centre needs to align to this

- To create a multi-use facility to generate income; this could be by providing access to a variety of groups for example day time activities for non-youth provision.

5.15. The current context of a pandemic and the impacts of that must be considered during the 2021/22 phase of this project. The impact of Covid-19 on mental health, economic opportunities, and social interaction would need to be considered in the programme of activity developed by the centre. This activity would become one component of the Covid-19 response and recovery programme underway in Slough.

5.16. Since November, a search has been undertaken to identify possible sites and a short list of five possible sites is currently being explored. A business case, with detail on a shortlist of options, is scheduled to be developed by Quarter 2 2021/22 and will be presented to Cabinet.

Next steps

5.17. The proposed next steps focus on moving the project from scoping to implementation. This will involve the introduction of a portfolio project from quarter 1 2021/22, which will be reported on to Cabinet every quarter alongside the other projects on the portfolio. The project aim is to have identified a preferred site and to have agreed the design and operational delivery model during the 2021/22 financial year.

5.18. Given the lead-in times for design and re-fit of a facility it is anticipated that a new centre would open during the 2022/23 financial year. This timescale allows for the voluntary and community sector recommission to take place and for sustainable funding and delivery models to be developed. It also enables youth engagement to be at the heart of the project from the outset in quarter 1 2021/22.

5.19. The new Associate Director for Community will be responsible for delivering this initiative, working closely with Associate Directors in the People Children and Place directorates. The initiative will be integral to the Children and Young People's Plan and guided by the Children and Young People's Partnership Board. The project will fit within the scrutiny remit of the Education and Children's Services Panel.

5.20. The key factors for consideration in quarter 1 2021/22 will be:

- Site location and build/re-design
- Operational delivery model
- Capital and revenue expenditure levels
- Alignment to the voluntary and community sector youth services commission
- Alignment to the Slough 2040 Vision and wider regeneration programme
- Alignment to the localities model and the localities hubs

5.21. The voluntary and community sector recommission is due in June 2021 and the commissioning process will ensure that expectations around the new youth offer and in relation to the design and delivery of a new youth centre are factored in. The YES Consortium has been included in the steering group for this project since September, which recognises the integral role that the voluntary and community sector will play in the successful delivery of this offer and the new centre.

Through the One Slough initiative there will be an active consideration of sustainable sources of revenue funding for the delivery of the centre. These options include private organisations with a local presence

6. **Comments of Other Committees**

Education and Children's Services Panel received an update report at their meeting on the 3rd December 2020. Feedback from that panel is incorporated into this report.

7. **Conclusion**

This paper sets out the progress made in the Youth Offer and Youth Centre project and describes the next steps for the project during the 2021/22 financial year. The project is at a transition point from scoping phase to implementation phase and it will be driven by the Children and Young People's Partnership Board as a key enabler of improved outcomes for young people in Slough.

8. **Appendices Attached**

None

9. **Background Papers**

None

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 15 March 2021

CONTACT OFFICER: Associate Director, Strategy & Improvement

(For all enquiries) (01753) 875847

WARD(S): All

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

PART
NON-KEY DECISION**PERFORMANCE & PROJECTS REPORT: QUARTER 3 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 (11), silver (6) 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 a 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 3 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 3 of the financial year 2020/21.

Corporate Balanced Scorecard

- 5.3. Due to the pandemic a number of underlying data sources have not been updated for a considerable time. This means that in three cases the indicator on the scorecard is not accurately capturing recent performance. The indicators impacted by a delay in external data source updates are:
 - Percentage attainment gap between all children and bottom 20% at Early Years Foundation Stage
 - Percentage attainment gap between all children and bottom 20% at Key Stage 2
 - Uptake of targeted health checks for people aged between 40-74
- 5.4. As consistent with the Q2 scorecard report the following indicators are either not reported against or do not include year-end targets:
 - Young people's happiness (not reported as not measure has been identified)
 - Business Rates in-year collection rate (no year-end target due to uncertainty caused by Covid-19)
 - Council Tax in-year collection rate (no year-end target due to uncertainty caused by Covid-19)
- 5.5. Overall, for Q3 the strategic performance picture remains variable, which is consistent with the position as reported at the end of Q2. There are some indicator-specific movements, which are detailed within this report.
- 5.6. Overall, 38% (8) of the 21 key performance indicators (KPIs) with agreed targets are performing either at or better than target. 38% (8) indicators are performing marginally worse than target, and 24% (5) indicators are performing below the red KPI threshold.
- 5.7. In relation to overall trend, performance has improved since last quarter for 35% (8) of the 23 KPIs, remained the same for 9% (2) and declined for 56% (13). Whilst Covid-19 is not the only factor impacting on performance, quarter 3 figures provide insight into the impact of Covid-19 in the first nine months of the 2020/21 financial year.
- 5.8. Key changes this quarter:
 - There has been a 0.2% improvement in the overall recycling rate from 28.1% in Q1 to 28.3% in Q2 and a 2.2% improvement year-on-year from Q2 2019/20 of 26.1%. It is feasible that with more residents staying/working at home there continues to be greater time for them to consider recycling.

- There has been a reduction in the number of homeless households in temporary accommodation from 365 in Q2 to 355 in Q3. This is a noticeable year-on-year improvement from 411 households who were homeless in Q3 2019/20. This indicates positive changes following the introduction of the housing strategy. The figure reported at end of Q3 is slightly higher than the projected target of 329. This is due to the restrictions on letting properties following the Covid-19 crisis as allocations were suspended during that period.
- The number of Houses in Multiple Occupation (HMOs) licences shows a steady increase from previous quarter from 208 to 244 properties. Over the last quarter, the Housing Regulation Team has continued to write to landlords of suspected licensable properties inviting them to apply for licences. Suspected licensable properties are identified through a combination of complaints from tenants and members of the public and intelligence gathered through council tax system and others. In addition, and in recognition of the increased risks posed by HMOs, during Q3 the team prioritised the processing of HMO licence applications over Selective Licence applications for a period which goes some way in explaining the increase.
- There has been a significant reduction in the number of service requests that took 90 or more days to close, from 302 in Q2 to 144 in Q3. During the first wave of Covid-19 there had been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. During lockdown 2 in November home visits could not be carried out therefore this has resulted in some cases remain pending whilst we wait to be able to carry out visits again. Officers have only been able to progress cases where they can be dealt with remotely or where residents have provided us with useful information/ evidence. The Neighbourhood Enforcement team works with external partners to progress changes that focus on tackling the most complex, difficult and long standing issues of crime, Anti-Social Behaviour (ASB) and enviro-crime across the Borough.

5.9. Key areas for review this quarter:

- Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for Dec of 8.4% comprises of 8,000 people of which 1,220 aged 16-24 (11.4%) and 1,995 aged 50+ (8.7%). The rate remains above the national and South East of England average and is the 7th highest rate for 16-64 out of the 63 largest cities and towns. Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Since end of March, 5,180 more people in Slough are claiming benefits due to unemployment which includes 825 more young people (16-24) and 1,285 more older people (50+). At the end of December, 12,000 claims from the Coronavirus Job Retention Scheme ('on furlough') and 6,600 claims totalling £16.6m for Self-Employment Income Support Scheme (SEISS).
- Slough's total crime rates per 1,000 population increased from 24.1 in Q1 to 29.2 in Q2 and remains higher than the Most Similar Group (MSG) and National averages. Increase in the crimes rates are likely to be a result of national lockdown restrictions being lifted during Q2. The most prevalent

offence subgroup for Slough for Q2 of the 2020/2021 financial year was 'violence without injury'.

- There has been a reduction in the number of adults managing their care and support via a direct payment from 606 in Q2 to 590 in Q3 and as such this remains below the in-year target of 634. The number of clients utilising direct payments remained the same at 306 however the number of carers accessing direct payments reduced from 300 in Q2 to 284 in Q3. This is partly down to pressures to pandemic response as well as adults receiving direct payments passing away. Improvement measures are underway.
- At the end of quarter 3 we achieved a business collection rate of 74.0% of the expected in-year total, collecting £56.4m. The collection rate is 9.1% below the same time last year. The net collectable debit is much lower at this stage in the year due to the large amount of relief's that have been applied due to Covid-19; nearly £31m in relief's given in-year to date. We expect that a number of the businesses for whom we have agreed to defer instalments or spread the instalments will not be able to make the payments before the end of the financial year as originally planned due to the ongoing Covid-19 situation.
- At the end of quarter 3 we achieved a council tax collection rate of 79.6% of the expected in-year total, collecting £56.7m. The collection rate is 4.6% below the same time last year. Recovery activity restarted in November with final and reminder notices issued to non payers. Extended payment arrangements are being offered to customers where necessary.
- *The following update needs to be considered with caution as year-on-year comparisons are not advised by the Department for Education.* The key stage 4 attainment gap has widen in Slough from 23.6% in 2018/19 to 30.2% in 2019/20. The performance of Slough disadvantaged pupils remains above the national average (Slough 36.7% compared to 30.4% nationally). Due to the Covid-19 pandemic, the summer GCSE exams were cancelled in 2020. Pupils scheduled to sit GCSE in 2020 were awarded either a centre assessment grade or their calculated grade using a model developed by Ofqual, whichever was the higher of the two. As a result the 2019/20 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance.

Project Portfolio

5.10. Progress continues on all major schemes and projects. Across all projects on the portfolio, 46% were rated overall as Green (12 projects), 46% were rated overall as Amber (12 projects) and 8% were rated overall as Red (2 projects).

5.11. None of the projects closed this quarter.

5.12. Key achievements this quarter:

- Grove Academy: Grove Academy's new building was completed and handed over in December, although pupils remained on their temporary site until the end of term. The Council Access Point (CAP) was handed over to SBC and the Nursery on 9 November.

- Central Hotels Project: Currently ahead of schedule with opening of the Hotel now expected to be at the beginning of February 2021.
- Transfer of Adoption Services: The Trust report that recruitment has been achieved for all posts in the adoption service, with start dates agreed and all to start prior to the transfer of the service.
- Building Compliance: Positive progress in most areas across the project.
- Local Plan: Proposed Spatial Strategy consultation launched on specialist website

5.13. Key issues to be aware of:

- Due to the COVID-19 lockdown there are delays and risks across various projects on the portfolio.
- Fleet Challenge: A new Health & Safety procedure for staff use of the pool fleet during the COVID-19 Pandemic has been enacted.
- Capita One Hosting Education Modules: Project on hold due to IT infrastructure.

Manifesto Pledges

- 5.14. Due to the postponement of the local elections, no new Manifesto pledges were released for 2020/21. During 2020/21, due to the Covid-19 response, there were impacts on the delivery of some of the existing Manifesto pledges.
- 5.15. There were 43 Manifesto pledges across the key areas from 2019/20, which we continue to track during 2020/21.
- 5.16. 23 pledges are complete. At the end of Q3, 40% (17 pledges) were rated overall as Green (achieving or on schedule) and 7% (3 pledges) were rated overall as Amber (signifying as working towards). None of the pledges were rated overall as Red.
- 5.17. One Manifesto pledge changed status in Q3. It was reported as complete:
- **We will facilitate a brand new through-school with community sports provision in Chalvey**

In 2019, SBC acquired 2 shop/residential sites on Chalvey High Street on behalf of the DfE to create the playing fields for Grove Academy.

Although the Covid-19 pandemic caused some delays to the construction programme the new building was handed over the school by the end of Q3 2020-21. Officers are finalising the terms of the Community Use Agreement with the school; all sporting facilities including the 2 new MUGAs being funded by SBC will be available for community use.

The replacement community facilities were handed over to SBC and the Nursery by the end of Q3 2020-21 and the refurbishment of Orchard Community Centre completed earlier in the year.

6. **Comments of Other Committees**

None. The report will be reviewed at Overview and Scrutiny on 18 March 2021.

7. **Conclusion**

This paper sets out 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. The Council has seen areas of strong performance through Q3 of 2020/21, with some other areas requiring review, learning and improvement. Areas to celebrate and areas for improvement will be reflected on and considered as part of operational delivery decisions taken in Q4 2020/21. A further report highlighting performance in Q4 2020/21 will be received by Cabinet in June 2021.

8. **Appendices Attached**

- 'A' - Corporate Performance Report Q3 2020/21
- 'B' - Manifesto Commitments Q3 2020/21

9. **Background Papers**

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

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Slough Borough Council

Appendix A:

Corporate Performance Report

2020-21 – Quarter 3

(October to December 2020)

Strategy and Performance

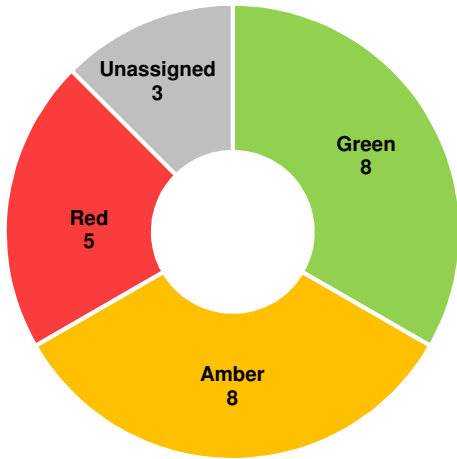
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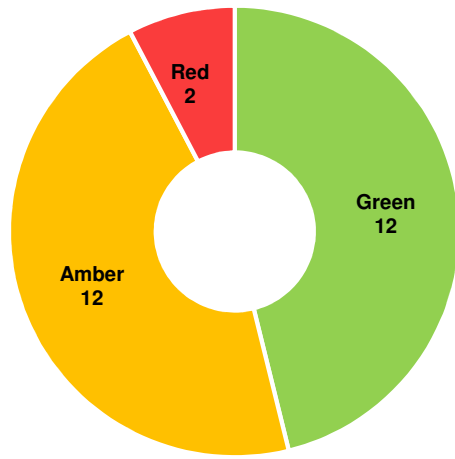
2020/21 Quarter 3: Executive Summary

Performance against target (RAG)

Key Performance Indicators

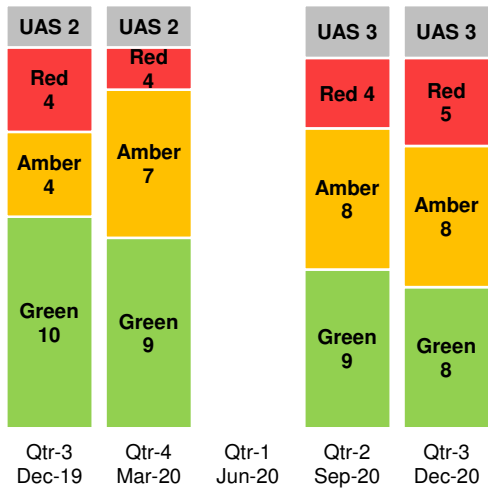


Project Portfolio: Overall Status

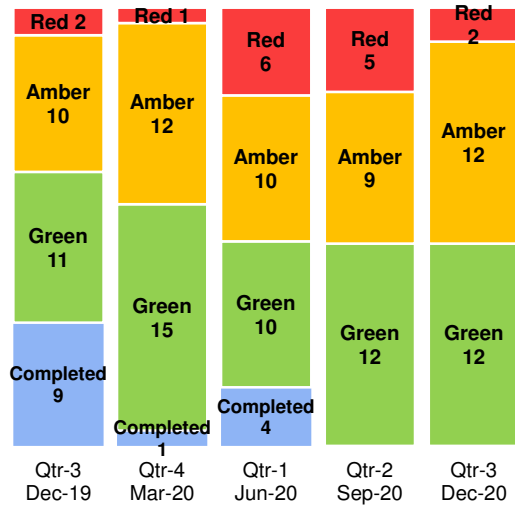


Comparison with previous quarter

Key Performance Indicators



Project Portfolio: Overall Status



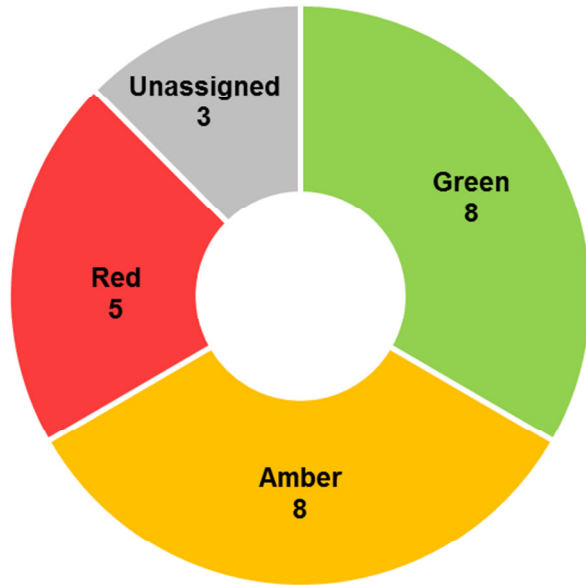
Performance Scorecard

Outcome	Performance Measure	Previous Performance	Direction	Current Performance	Target
Outcome 1 Slough children will grow up to be happy, healthy and successful	Percentage of Child Protection Plans started in year that were repeat plans within 2 years	G 4.2% (5)	↓	G 7.3% (7)	<10%
	Attainment gap between all children and bottom 20% at Early Years	G 31.0%	↑	G 30.1%	<32.4%
	Attainment gap between disadvantaged children and all others at Key Stage 2	G 16%	↔	G 16%	<20%
	Attainment gap between disadvantaged children and all others at Key Stage 4	G 23.6%	↓	R 30.2%	<26.4%
	Percentage of young people not in education, training or employment	G 4.0%	↓	G 4.2%	<=5%
	Young people's happiness (indicator to be established)	-		-	tbc
	Percentage of reception aged children classified as overweight including obese	- 22.3%	↑	R 23.3%	<23.0%
	Percentage of year 6 aged children classified as overweight including obese	- 41.0%	↔	A 41.0%	<35.2%
Outcome 2 Our people will be healthier and manage their own care needs	Number of adults receiving a Direct Payment	R 606	↓	R 590	634
	Uptake of targeted NHS health checks	G 2.0%	↓	A 1.5%	>1.9%
	Percentage of residents inactive	R 35.9%	↑	A 34.4%	<34.4%
Outcome 3 Slough will be an attractive place where people choose to live, work and stay	Average level of street cleanliness	G B (2.79)	↓	G B (2.65)	>=B
	Total crime rate per 1,000 population	A 24.1	↓	R 29.2	<25.9
	Percentage of household waste sent for reuse, recycling or composting	A 28.1%	↑	A 28.3%	>=30%
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	A 365	↑	A 355	<=329
	Number of permanent dwellings completed during the year	A 534	↓	A 503	>=650
	Number of mandatory licensed HMOs	G 208	↑	G 244	>=225
	The number of service requests that took 90 or more days to close	R 302	↑	A 144	>100
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	- 83.1% (£90.7m)	↓	- 74.0% (£56.4m)	n/a
	Access to employment: unemployment rate	R 8.3%	↓	R 8.4%	<6.2
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	G 6 mins 23s	↓	G 6 mins 31s	<10mins
Corporate health	Council tax in year collection rate	- 84.2% (£58.4m)	↓	- 79.6% (£56.7m)	n/a
	SBC staff survey: percentage of staff proud to work for the council	G 72%	↓	A 67%	>=72%
	SBC staff survey: percentage of staff rate working for the council as either good or excellent	G 70%	↑	G 74%	>=70%

Corporate Balanced Scorecard

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

Key Performance Indicators



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

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

There is a delay in the publication of the NHS health check datasets due to Covid-19, with the latest available figures from quarter 3 2019/20.

Of the 24 indicators reported, the following 3 indicators currently have no agreed target value assigned:

- **Young people's happiness**
This is a new indicator which is yet to be established. Initial discussions have commenced with the lead for Children & Families and Communities and Leisure.
- **Business rate in year collection rate**
Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income.
- **Council tax in year collection rate**
Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for council tax in year collection rates.

For the remaining 21 indicators with agreed target levels, 38% (8 indicators) were rated overall as **Green**, 38% (8 indicators) were rated as **Amber** and 24% (5 indicators) were rated as **Red**.

In relation to overall trend, performance has improved since last quarter for 35% (8) of the 23 KPIs, remained the same for 9% (2) and declined for 56% (13). Whilst Covid-19 is not the only factor impacting on performance, quarter 3 figures provides insight into the impact of Covid-19 in the first nine months of the 2020/21 financial year.

Key improvements this quarter:

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

The RAG status remains **Amber**.

There has been a 0.2% improvement in the overall recycling rate for Q3 at 28.3% and a 2.2% improvement from last year of 26.1%. It is feasible that with more residents staying/working at home there is greater time to consider recycling.

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

The RAG status remains **Amber**.

There has been a reduction in the number of homeless households in temporary accommodation from 365 in Q2 to 355 in Q3. This is a noticeable improvement from 411 households who were homeless in Q3 2019/20. This demonstrates the success of the housing strategy implemented by the team. The figure reported at end of Q3 is slightly higher than the projected target of 329. This is due to the restrictions on letting properties following the Covid-19 crisis as allocations were suspended during that period.

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

The RAG status remains **Green**.

The number of Houses in Multiple Occupation (HMOs) licences shows a steady increase from previous quarter from 208 to 244 properties.

The number of HMO licences shows a steady increase from previous quarter. Over the last quarter, the Housing Regulation Team has continued to write to landlords of suspected licensable properties inviting them to apply for licences. Suspected licensable properties are identified through a combination of complaints from tenants and

members of the public and intelligence gathered through council tax system and others. In addition, and in recognition of the increased risks posed by HMOs, during Q3 the team prioritised the processing of HMO licence applications over Selective Licence applications for a period which goes some way in explaining the increase.

- **The number of service requests that took 90 or more days to close**

The RAG status improved from **Red** to **Amber**.

There has been a significant reduction in the number of service requests that took 90 or more days to close, from 302 in Q2 to 144 in Q3.

During Covid-19 there has been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. During lockdown 2 in November home visits could not be carried out therefore many of these cases remain pending whilst we wait to be able to carry out visits again. Officers have only been able to progress cases where they can be dealt with remotely or where residents have provided us with useful information/ evidence.

The Neighbourhood Enforcement team drives forward changes that focus on tackling the most complex, difficult and long standing issues of crime, Anti-Social Behaviour (ASB) and enviro-crime across the Borough. The enforcement team continues to work closely with our external partners such as the Police, the Home Office, waste & environment, street cleansing, along with other contractor's housing associations, private service providers in order to maintain efficiencies and enhance the quality of services within the neighbourhood.

Key areas for review this quarter:

- **Attainment gap between disadvantaged children and all others at Key Stage 4**

The RAG status dropped from **Green** to **Red**

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.

Whilst the key stage 4 attainment gap has widen in Slough this is relative. The performance of Slough disadvantaged pupils is 6.3% above disadvantaged pupils nationally (Slough 36.7% compared to 30.4% nationally).

Due to the Covid-19 pandemic, the summer GCSE exams were cancelled in 2020. Pupils scheduled to sit GCSE in 2020 were awarded either a centre assessment grade or their calculated grade using a model developed by Ofqual, whichever was the higher of the two.

As a result the 2019/20 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance.

- **Percentage of reception aged children classified as overweight including obese**

The RAG status remains **Red**

[This is an annual indicator derived from the Government's National Child Measurement Programme (NCMP). The next annual update is due at the end of quarter 2 2021/22.

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

The RAG status remains **Red**

There has been a reduction in the number of adults managing their care and support via a direct payment from 606 in Q2 to 590 in Q3 and as such this remains below the in-year target of

634. The number of clients utilising direct payments remained the same at 306 however the number of carers accessing direct payments reduced from 300 in Q2 to 284 in Q3. This is partly down to pressures to pandemic response as well as adults receiving direct payments passing away. The overall number of people opting to take a direct payment within the year increased from 829 in Q3 2019/20 to 852 in Q3 2020/21.

Improvement measures are underway. 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.

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

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

Slough's total crime rates per 1,000 population increased by 5.1 points from 24.1 in Q1 to 29.2 in Q2. In comparison the Most Similar Group (MSG) and national averages increased by 4.6 points and 3.8 respectively. Slough's crime rate remains higher than these comparators.

Increase in the crimes rates observed are likely to be a result of national lockdown restrictions being lifted during Q2. The most prevalent offence subgroup for Slough for Q2 of the 2020/2021 financial year was 'violence without injury'.

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

Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income.

At the end of quarter 3 we achieved a business collection rate of 74.0% of the expected in-year total, collecting £56.4m. The collection rate is 9.1% below the same time last year. The net collectable debit is much lower at this stage in the year due to the large amount of relief's that have been applied due to Covid-19; nearly £31m in relief's given in-year to date.

We expect that a number of the businesses for whom we have agreed to defer instalments or spread the instalments will not be able to make the payments before the end of the financial year as originally planned due to the ongoing Covid-19 situation.

- **Access to employment**

Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal Credit

The RAG status remains **Red**

Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for Dec of 8.4% comprises of 8,000 people of which 1,220 aged 16-24 (11.4%) and 1,995 aged 50+ (8.7%). The rate remains above the national and South East of England average and is the 7th highest rate for 16-64 out of the 63 largest cities and towns.

Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Since end of March, 5,180 more people in Slough are claiming benefits due to unemployment which includes 825 more young people (16-24) and 1,285 more older people (50+). At the end of December, 12,000 claims from the Coronavirus Job Retention Scheme ('on furlough') and 6,600 claims totalling £16.6m for Self-Employment Income Support Scheme (SEISS).

The achievement of around £2m government capital funding for The Future Skills Hub and Innovation Hub will be a way

that can support unemployed people back into employment. Partners including Job Centre Plus, college, further education and employers will co-locate, align services and deliver so that people can get back into employment. A focus on construction jobs and health and social care is taking place as key sectors that have seen jobs growth. The Berkshire jobs portal is also advertising local job opportunities in one place for people to access and apply.

- **Council tax in year collection**

Due to the uncertainty of the impact of Covid-19 on collection rates, no RAG status assigned.

At the end of quarter 3 we achieved a council tax collection rate of 79.6% of the expected in-year total, collecting £56.7m. The collection rate is 4.6% below the same time last year.

Recovery activity restarted in November with final and reminder notices issued to non payers. Extended payment arrangements are being offered to customers where necessary.

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 7.3 ↓

Quarter	Percentage	Number of children
Q3	0.0	0
Q4	4.3	5
Q1	0.0	0
Q2	4.2	5
Q3	7.3	7

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

There were 96 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 48 families. 7 children became subject to a CPP for the second or subsequent time within 2 years. This relates to 5 families. There were 11 children (11.5%) that became subject to a CPP for the second or subsequent time regardless of how long ago that was. This relates to 8 families.

All decisions in relation to children's protection are appropriate. During Q3 7 children 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 17 children out of 408 (4.2%). When compared in 2020-21 Q2, with LAs within the South East (25%) including statistical neighbours (12%) Slough is not an outlier.

2. The percentage attainment gap between all children and bottom 20% at early years foundation stage 30.1 ↑

Year	National	Slough	Quartile
2014/15	32.1	29.9	2nd
2015/16	31.4	29.4	2nd
2016/17	31.7	29.7	2nd
2017/18	31.8	31.0	2nd
2018/19	32.4	30.1	2nd

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

Measured once a year, derived from teacher assessments.

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

Due to Covid-19 no teacher assessments were submitted in academic year 2019/20. The next annual update based on academic year 2020/21 is due at the end of quarter 3 in 2021/22.

3. The percentage gap between disadvantaged pupils and all others at key stage 2 in reading, writing and maths 16 ↔

Year	National	Slough	Quartile
2016/17	20	20	2nd
2017/18	20	16	1st
2018/19	20	16	1st

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

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

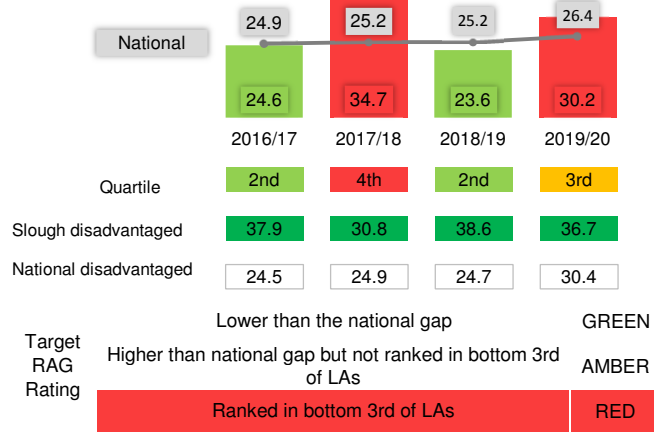
Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

Due to Covid-19 there were no end of year key stage 2 exams in academic year 2019/20. The next annual update based on academic year 2020/21 is due at the end of quarter 3 in 2021/22.

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

30.2 ↓



Measured once a year, usually 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.

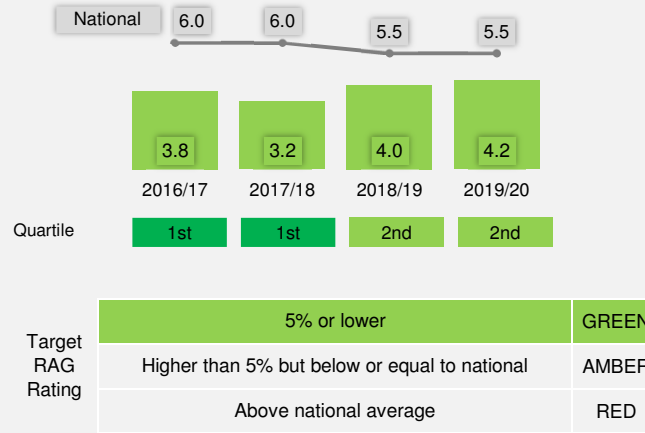
Whilst the key stage 4 attainment gap has widen in Slough this is relative. The performance of Slough disadvantaged pupils is 6.3% above disadvantaged pupils nationally (Slough 36.7% compared to 30.4% nationally).

Due to the Covid-19 pandemic, the summer GCSE exams were cancelled in 2020. Pupils scheduled to sit GCSE in 2020 were awarded either a centre assessment grade or their calculated grade using a model developed by Ofqual, whichever was the higher of the two.

As a result the 2019/20 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance.

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

4.2 ↓



Measured once a year, involving local establishment of school leaver destinations. The next annual update is due at the end of quarter 3 in 2021/22.

6. Young people's happiness

TBC

Quartile

Target RAG Rating	TBC	AMBER
Target RAG Rating	TBC	AMBER
Target RAG Rating	TBC	RED

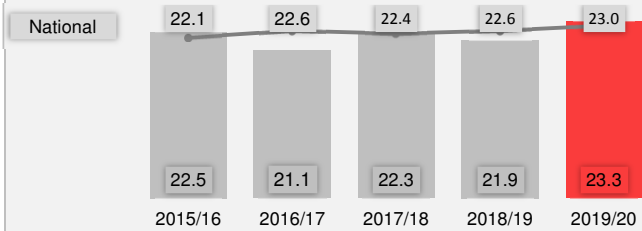
New indicator yet to be established.

Initial discussions have commenced with the lead for Children & Families and Communities and Leisure.

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

7. Number of reception aged children classified as overweight including obese in the National Child Measurement Programme (NCMP) as a proportion of all children measured.

21.9 ↓



Children measured	2015/16	2016/17	2017/18	2018/19	2019/20
	2,546	2,511	2,334	2,314	2,210

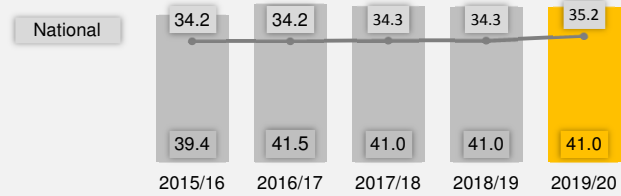
Target RAG Rating	Rating
Lower than national average and rate decreasing	GREEN
Lower than national average and rate increasing	AMBER
Higher than national average and rate decreasing	AMBER
Higher than national average and rate increasing	RED

Child weight is measured annually in the Government's National Child Measurement Programme (NCMP). It covers children in Reception (aged 4-5 years) in mainstream state-maintained schools in England.

The next annual update is due at the end of quarter 2 in 2021/22.

8. Number of year 6 aged children classified as overweight including obese in the National Child Measurement Programme as a proportion of all

41.0 ↔



Children measured	2015/16	2016/17	2017/18	2018/19	2019/20
	1,931	2,090	2,251	2,392	2,355

Target RAG Rating	Rating
Lower than national average and rate decreasing	GREEN
Lower than national average and rate increasing	AMBER
Higher than national average and rate decreasing	AMBER
Higher than national average and rate increasing	RED

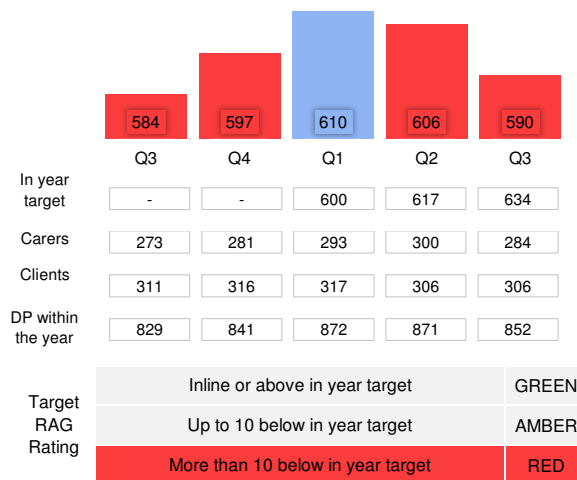
Child weight is measured annually in the Government's National Child Measurement Programme (NCMP). It covers children in Year 6 (aged 10-11 years) in mainstream state-maintained schools in England.

The next annual update is due at the end of quarter 2 in 2021/22.

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

590 ↓



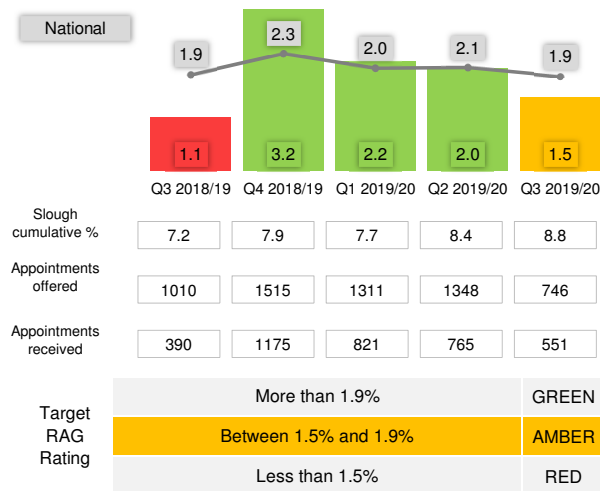
Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

There has been a reduction in the number of adults managing their care and support via a direct payment from 606 in Q2 to 590 in Q3 and as such this remains below the in-year target of 634. The number of clients utilising direct payments remained the same at 306 however the number of carers accessing direct payments reduced from 300 in Q2 to 284 in Q3. This is partly down to pressures to pandemic response as well as adults receiving direct payments passing away. The overall number of people opting to take a direct payment within the year has increased from 829 in Q3 2019/20 to 852 in Q3 2020/21.

Improvement measures are underway. 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.

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

1.5 ↓



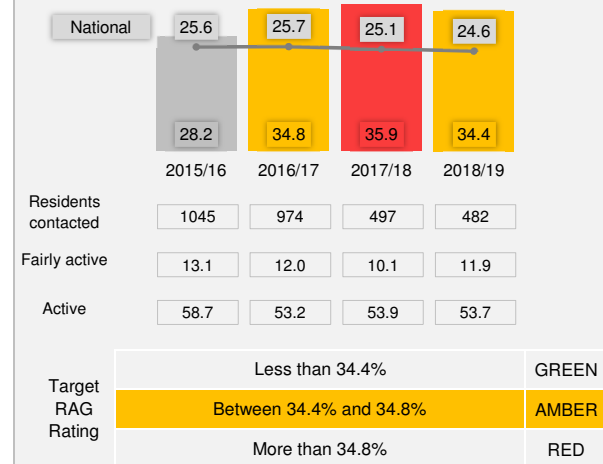
The national aspiration is to offer an NHS Health Check once every five years to all eligible people age 40-74. This aspiration is translated into targets – to offer 20% of the eligible population a health check every year, and at least 50% of those offered to actually receive a check (with an expectation 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 for Q1 to Q3 2019/20 have been revised and are now consistent with the locally monitored data. Q3 2019/20 shows a general dip in activities due to competing priorities (e.g. flu season and normal winter pressures).

No further data available since Q3 2019/20 due to Covid pandemic. The NHS Health Checks were stopped nationally as per directive from the Department of Health before the first wave of pandemic. This is being gradually reinstated for Primary Care delivery however it is a competing priority with managing the cases in second wave and delivering vaccination programme.

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 ↑



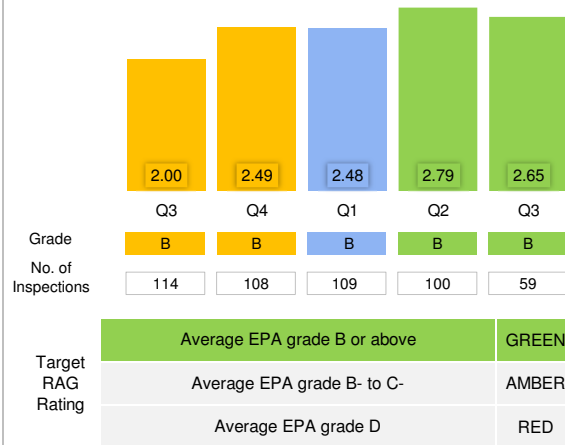
This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England.

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 (2.65) ↓

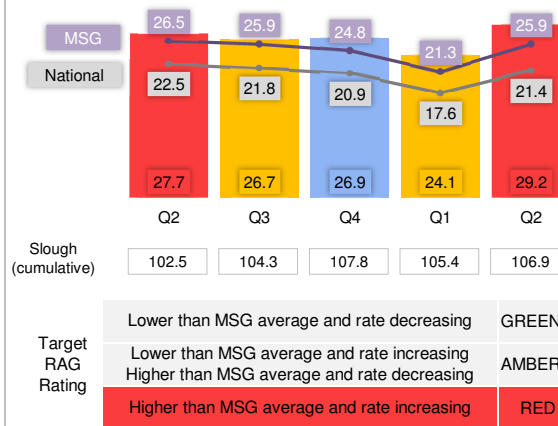


Throughout each quarter, SBC officers conduct inspections of nineteen Gateway sites, awarding a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an Environmental Protection Agency grade for that mean average.

The average score has dipped slightly but we still remain at a grade B. During the pandemic we've not carried out as many Gateway Inspections as keeping the service running has been our main focus. Therefore street cleansing staff were redeployed to support time critical services such as refuse collection.

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

29.2 ↓



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.

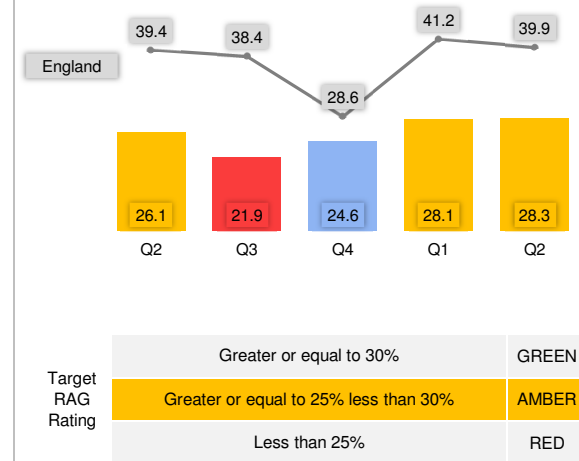
A number of tangible outputs continue to be realised by the Slough Violence Taskforce with the support of the Thames Valley Violence Reduction Unit. We are currently exploring a drugs diversion scheme with schools as an intervention to reduce permanent exclusions which have been linked nationally to serious violence. Furthermore the Youth Offending Team have recruited a Serious Youth Violence (SYV) outreach worker in addition to the 2 posts already funded. This role offers a more intensive level of support focusing specifically on the referrals received due to young people being the victim of SYV in addition to offering intervention around effective safety planning and delivering conflict resolution.

The Covid-19 Domestic Abuse (DA) group has been re-established owing to heightened lockdown restrictions. The group is responsible for monitoring police recorded domestic abuse occurrences and ensuring appropriate and timely responses to emerging risks within this area. Under the DA agenda we are also actively working to prepare for the new statutory DA duty to support victims and their families living within safe accommodation which is anticipated in April 2021.

We continue to work with Thames Valley Policy (TVP) in relation to acquisitive crime offences, which include residential burglary and theft from motor vehicles, through operational support and social media communications promoting safety advice. We are continuing to explore how we can further support this area of work through the Safer Streets Fund. We will shortly be commencing work with the National Probation service on a reducing re-offending strategy to ensure improved outcomes in this area and are actively improving partnership working with Integrated Offender Management regarding persistent problematic offenders.

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

28.3 ↑



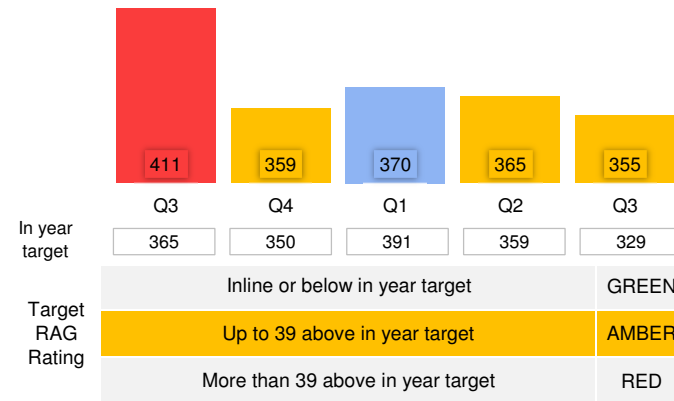
There has been a 0.2% improvement in the overall recycling rate from 28.1% in Q1 to 28.3% in Q2 and a 2.2% improvement from Q2 2019/20 of 26.1%.

It is feasible that with more residents staying/working at home there is greater time to consider recycling.

Outcome 4: Our residents will live in good quality homes

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

355 ↑



Measure is a count of homeless households in temporary accommodation on final day of each quarter. By March 2021 our aim is to have less than 299 households in temporary accommodation.

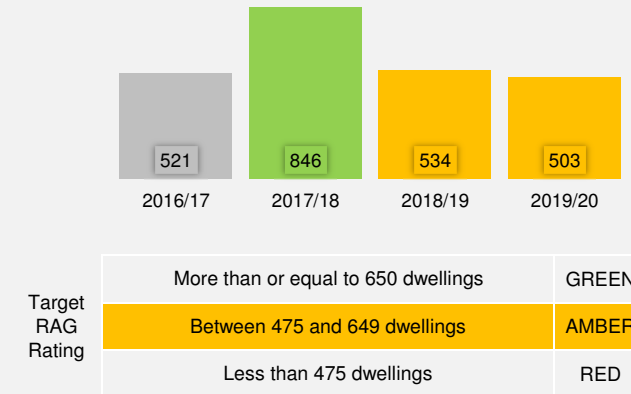
There has been a reduction of 10 less households from the previous quarter however the figure is above our in-year target of 329 households. This is due to the restrictions on letting properties following Covid-19 crisis and allocations were suspended during that period. There is a noticeable improvement from Q3 in 2019/20 of 411 households.

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 continues working with full ambition to prevent more cases and help households to avoid becoming homeless. Personal housing plans are thorough and are produced alongside households to ensure the challenges to homeless decisions decline.

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

503 ↓

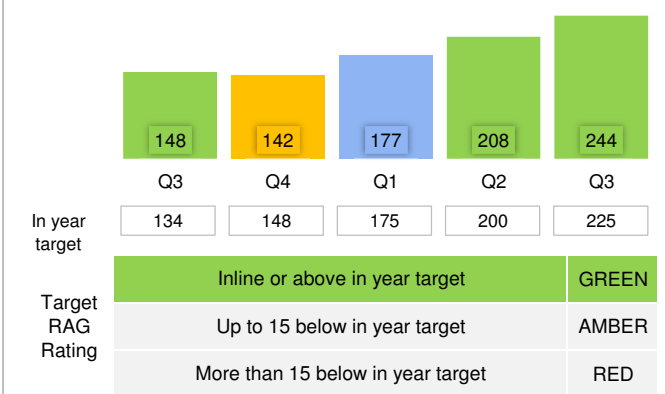


Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

The next annual update is due at the end of quarter 1 in 2021/22.

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

244 ↑



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.

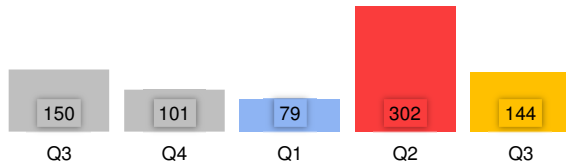
The number of HMO licences shows a steady increase from previous quarter. Over the last quarter, the Housing Regulation Team has continued to write to landlords of suspected licensable properties inviting them to apply for licences. Suspected licensable properties are identified through a combination of complaints from tenants and members of the public and intelligence gathered through council tax system and others. In addition, and in recognition of the increased risks posed by HMOs, during Q3 the team prioritised the processing of HMO licence applications over Selective Licence applications for a period which goes some way in explaining the increase.

The winter is the busiest time for the Housing Regulation Team in terms of non-licensing related service requests; primarily arising from an increased risk associated with lower temperatures. The upturn in service request numbers and the impact of Covid restrictions has significantly impacted the teams ability to proactively seek out licensed properties, so there is a possibility that performance for this indicator will dip in the final quarter of the year. However, as the warmer weather approaches and restrictions are eased the team plan to prioritise the enforcement of the requirement to licence in the first quarter of 2021/22.

Outcome 4: Our residents will live in good quality homes

4. The number of closed service requests (SRs) that took 90 or more days to close

144 ↑



Target RAG Rating	Less than 100	GREEN
	Between 100 to 150	AMBER
	More than 150	RED

The Neighbourhood Enforcement team drives forward changes that focus on tackling the most complex, difficult and long standing issues of crime, Anti-Social Behaviour (ASB) and enviro-crime across the Borough.

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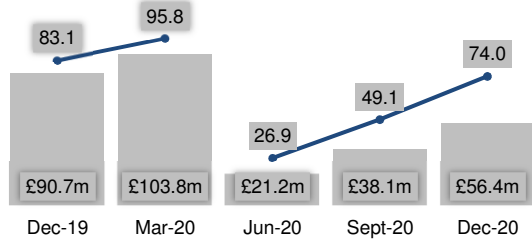
The enforcement team continues to work closely with our external partners such as the Police, the Home Office, waste & environment, street cleansing, along with other contractor's housing associations, private service providers in order to maintain efficiencies and enhance the quality of services within the neighbourhood.

During Covid-19 there has been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. During lockdown 2 home visits could not be carried out therefore many of these cases remain pending whilst we await being able to carry out visits again. Officers have only been able to progress cases where they can be dealt with remotely or where residents have provided us with useful information/ evidence.

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)

£56.4m
74.0%



Period	In year profile target	Diff from target
Dec-19	-	-
Mar-20	-	-
Jun-20	-	-
Sept-20	-	-
Dec-20	-	-

Target RAG Rating	Criteria	Rating
GREEN	Inline or above the profiled target	GREEN
AMBER	Up to 0.5% below the profiled target	AMBER
RED	More than 0.5% below the profiled target	RED

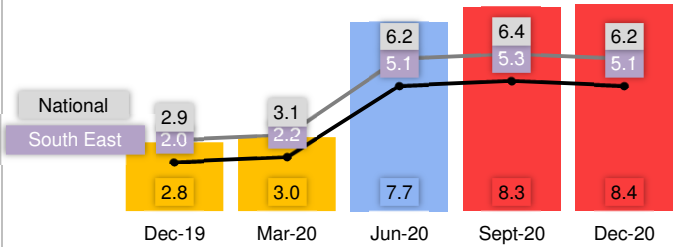
Business rates are collected throughout the year; hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income.

At the end of quarter 3 we achieved a business collection rate of 74.0% of the expected in-year total, collecting £56.4m. The collection rate is 9.1% below the same time last year. The net collectable debit is much lower at this stage in the year due to the large amount of relief's that have been applied due to Covid-19; nearly £31m in relief's given in-year to date.

We expect that a number of the businesses for whom we have agreed to defer instalments or spread the instalments will not be able to make the payments before the end of the financial year as originally planned due to the ongoing Covid-19 situation.

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

8.4



No. of residents	Dec-19	Mar-20	Jun-20	Sept-20	Dec-20
	2650	2820	7320	7910	8000

Target RAG Rating	Criteria	Rating
GREEN	Lower than national and rate decreasing	GREEN
AMBER	Lower than national and rate increasing Higher than national and rate decreasing	AMBER
RED	Higher than national and rate increasing	RED

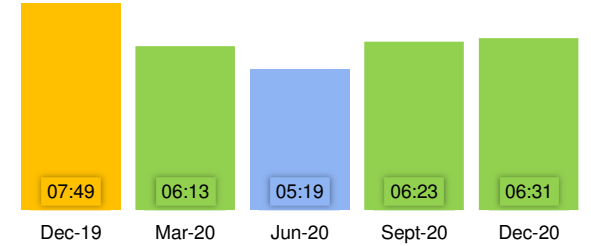
Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for Dec of 8.4% comprises of 8,000 people of which 1,220 aged 16-24 (11.4%) and 1,995 aged 50+ (8.7%). The rate remains above the national and South East of England average and is the 7th highest rate for 16-64 out of the 63 largest cities and towns.

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The achievement of around £2m government capital funding for The Future Skills Hub and Innovation Hub will be a way that can support unemployed people back into employment. Partners including Job Centre Plus, college, further education and employers will co-locate, align services and deliver so that people can get back into employment. A focus on construction jobs and health and social care is taking place as key sectors that have seen jobs growth. The Berkshire jobs portal is also advertising local job opportunities in one place for people to access and apply.

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

6m 31s



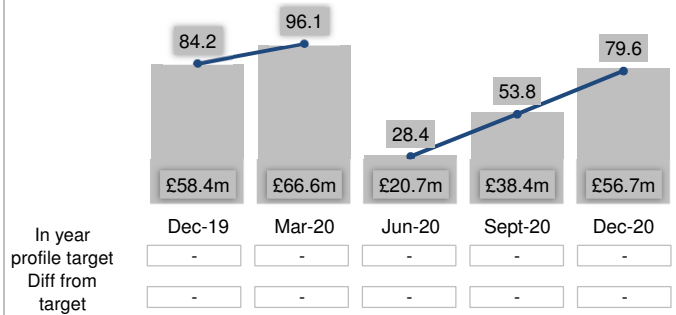
Target RAG Rating	Criteria	Rating
GREEN	Under 10 mins	GREEN
AMBER	Between 10-13 mins	AMBER
RED	Over 13 mins	RED

The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Dec-20 was 6 minutes 31 seconds. This is an improvement from this time last year of 7 minutes 49 seconds.

Corporate Health Indicators

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

£56.7m
79.6% ↓



Target RAG Rating	Inline or above the profiled target	GREEN
	Up to 0.5% below the profiled target	AMBER
	More than 0.5% below the profiled target	RED

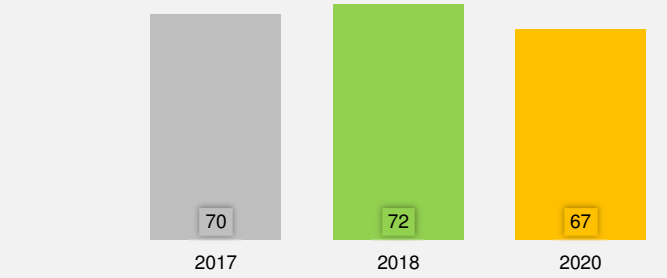
Council tax is collected throughout the year, hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for council tax in year collection rates.

At the end of quarter 3 we achieved a council tax collection rate of 79.6% of the expected in-year total, collecting £56.7m. The collection rate is 4.6% below the same time last year.

Recovery activity restarted in November with final and reminder notices issued to non payers. Extended payment arrangements are being offered to customers where necessary.

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

67% ↓



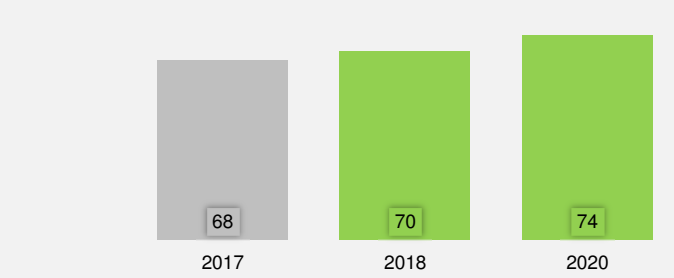
Target RAG Rating	Greater or equal to 72%	GREEN
	Greater or equal to 60% less than 72%	AMBER
	Less than 60%	RED

Based on the 2020 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 3 in 2021/22.

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

74% ↑



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

Based on the 2020 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.

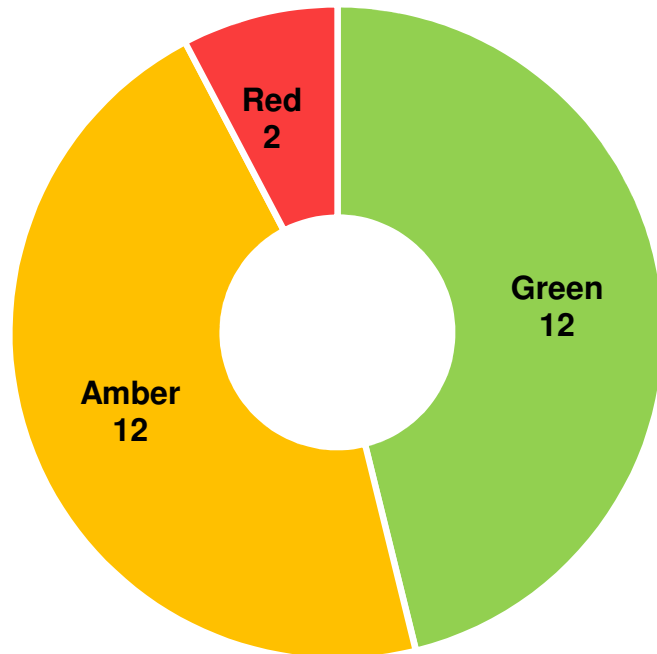
The next annual update is due at the end of quarter 3 in 2021/22.

Project Portfolio

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

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

Project Portfolio: Overall Status



At the end of Quarter 3 there were 26 live projects on the portfolio, graded as follows:

	Gold	Silver	Bronze	Total
Qtr-1	10	7	9	26
Qtr-2	10	7	9	26
Qtr-3	11	6	9	26

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, 46% were rated overall as **Green** (12 projects), 46% were rated overall as **Amber** (12 projects) and 8% were rated overall as **Red** (2 projects).

None of the projects closed this quarter

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

- Fleet Challenge
- Capita One Hosting - Education Module

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

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

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

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Grove Academy	Green ↑	Green ↔	Amber ↔	Amber ↔	Project currently 17 weeks behind programme due to weather issues and the COVID-19 outbreak. Grove Academy's new building was completed and handed over in December, although pupils remained on their temporary site until the end of term. The Council Access Point (CAP) was handed over to SBC and the Nursery on 9 November.
Slough Urban Renewal	Amber ↔	Green ↔	Amber ↔	Amber ↔	Projects are being monitored and project trackers updated weekly. Stoke Wharf – grant application to the Land Release Fund (LRF) for assistance with contamination and ground preparations submitted.
Major Highways Schemes	Amber ↔	Green ↔	Amber ↔	Amber ↔	Major Highways schemes are progressing including commencement of works at the junction with London Road and Laburnum Grove and a planning application has been submitted for High Street, Langley.
Central Hotels Project	Green ↔	Green ↔	Amber ↔	Green ↔	Currently ahead of schedule with opening of the hotel now expected to be at the beginning of February 2021. Commissioning works are now in full flow working up through the bedrooms and into the front of house spaces. External signage now in place (illuminated to higher floors). External groundworks well progressed, north, east & south elevations nearing completion with courtyard works in progress.
Cemetery Extension	Amber ↑	Green ↔	Amber ↑	Amber ↑	Works are progressing and on track to be complete by April 2021.
Future Delivery of Children's Services	Amber ↑	Amber ↑	Amber ↑	Amber ↑	Project status has improved from red to amber with further work being undertaken on transition costs and recruitment of permanent Chief Executive/ Director of Children's services.

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Regional adoption agency	Amber ↑	Green ↔	Amber ↑	Amber ↑	Work to align the Regional Adoption Agency transfer process and the Future Delivery of Children's services project is underway.
North West Quadrant	Green ↔	Green ↔	Green ↔	Green ↔	Draft business case received from NWQ LLP/ Muse.
Akzo Nobel	Green ↔	Green ↔	Green ↔	Green ↔	New project to the portfolio. The council secured authority from Cabinet on the 18th May 2020 to negotiate with the site owner, Panattoni, to secure the site. Report is going to Cabinet on 18 January regarding the decision to purchase the site.
Building Compliance	Green ↔	Green ↔	Green ↔	Green ↔	Project on track. Building compliance monthly return has been devised for all service areas to complete.
Local Plan	Green ↔	Green ↔	Green ↔	Green ↔	Project upgraded from Silver to Gold. Proposed spatial strategy consultation launched on specialist website. IT outage impacted so consultation end date extended.

Background Papers:

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

Key achievements this quarter:

Grove Academy

Grove Academy's new building was completed and handed over in December, although pupils remained on their temporary site until the end of term.

The Council Access Point (CAP) was handed over to SBC and the Nursery on 9 November.

Central Hotels Project

Currently ahead of schedule with opening of the Hotel now expected to be at the beginning of February 2021.

Transfer of Adoption Services

The Trust report that recruitment has been achieved for all posts in the adoption service, with start dates agreed and all to start prior to the transfer of the service.

Building Compliance

There has been positive progress in of the most areas across the project.

Local Plan

Proposed Spatial Strategy consultation launched on specialist website.

Key issues to be aware of:

Fleet Challenge

A new Health & Safety procedure for staff use of the pool fleet during the COVID-19 Pandemic has been enacted.

Capita One Hosting - Education Modules

Project is on hold due to IT infrastructure.

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 year's 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.

6. Young people's happiness

New indicator added which is to be established.

7. Number of Reception aged children classified as overweight including obese in the National Child Measurement Programme (NCMP) as a proportion of all children

The proportion of children aged 4-5 years classified as overweight or obese. Children are classified as overweight (including obese) if their BMI is on or above the 85th centile of the British 1990 growth reference (UK90) according to age and sex.

8. Number of Year 6 aged children classified as overweight including obese in the National Child Measurement Programme as a proportion of all children measured

The proportion of children aged 10-11 classified as overweight or obese. Children are classified as overweight (including obese) if their BMI is on or above the 85th centile of the British 1990 growth reference (UK90) according to age and sex.

Outcome 2

9. 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.

10. 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/>

11. 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

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

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

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

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

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

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

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

T_s = 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.

13. 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.

14. 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.

Outcome 4

15. 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.

16. 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>).

17. 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>).

18. Number of service requests which took over 90 days to close

The number of service requests which took over 90 days to close by the Neighbourhood Resilience and Enforcement team. The team was established to tackle the most complex, difficult and long standing issues of crime, Anti Social Behaviour and enviro-crime across the Borough. To support the service model, a strong partnership approach was undertaken which include the Police, Home Office, Waste & Environment, Street Cleansing, the council's external contractors, such as the Housing Associations, Private Service Providers, etc. As such a 90-day timeframe was set in order to provide enough time to investigate and refer cases to the appropriate multi agency working group to deal with multiple issues. Both the Enforcement team and the Housing Management team work collectively on the most challenging cases that have significant negative impact on the residents of Slough.

Outcome 5

19. 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.

20. 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.

21. 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

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.

23. 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.

24. 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.

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Slough Borough Council

Appendix B:

Manifesto Commitments 2020/21

2020/21 – Quarter 3

(October to December 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 January 2021	<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. Strategic Transport Infrastructure Plan to be taken to Cabinet in January 2021.</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. No change due to WRLtH being delayed due to funding.</p>	GREEN ↔
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 2021	<p>MRT phase 2: Construction commenced in 2020 and in progress.</p> <p>Park and Ride: Land acquisition / CPO – in progress. Hand-over of site expected from Highways England in June 2022 however the land ownership issue still to be resolved.</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	<p>Between Q2-Q4 2019/20</p> <p>Q4 2020/21</p>	<p>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 with Heathrow on routes 7 and 703. Tendered bus services for route 4 and 6 now using a minimum standard of Euro VI.</p> <p>We currently operate 11 EVs across the Council Fleet. A procurement business case was approved in 2019 to replace and expand the EV staff pool, EV community fleet and other Council fleet over three phases (2020, 2021 and 2022) in order to significantly reduce emissions from our staff 'grey fleet' and existing Council operational fleet.</p> <p>We intended to procure additional EV pool and community cars in Q2 20/21. The tender has been halted, due to majority of staff working from home as a result of Covid pandemic and also due to the structural works being undertaken to Herschel Car park (where the EV fleet will be located). There has also been delays in installing the power connection to the workplace Electric Vehicle Charging Points (EVCPs) due to the OH car park currently being used a 'contractors compound'.</p> <p>In Q3 20/21 the Councils Carbon Management Plan was approved by Full Council and has committed the Council to operate to net zero carbon emission 'carbon neutrality' by 2030.</p> <p>Actions proposed:</p> <ul style="list-style-type: none"> • Power connection works to the EVCPs are due to be completed Q4 20/21. • First phase tender of EVs in Q1 21/22 will be linked to the Council Recovery Plan/Carbon Management Plan and gradual staff return to the office. • A zero carbon fleet replacement plan including DSO fleet will be developed in 2021 to meet the Councils carbon management and low emission obligations. 	<p>AMBER</p> <p>↓</p>
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5	We will open 4 new bike docking racks - in Langley, Colnbrook, Manor Park and Cippenham - and purchase 20 new bikes	Q4 2019/20 Q4 2020/21	<p>The Slough Cycle Scheme is being reviewed to evaluate if it presents value for money. We are therefore pausing rollout of any additional docking stations. As a minimum we will be relocating less well used cycle hire stations and trialling at different sites.</p> <p>An alternative mobility solution, E-Scooters are now operational in Slough since the Manifesto was written and work is required to understand whether both bike hire and e-scooter hire are required in these locations.</p> <p>The following areas permit e-scooters – Manor Park, (Langley, in discussions with Cllrs to launch in March), Cippenham.</p> <p>We are continuing to speak with Heathrow contacts to look at how we can provide a connection between Colnbrook and the airport. This may be where we using the funding for 20 bikes to introduce some electric bikes.</p>	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	<p>Manifesto Pledge has been met</p> <p>Potholes, defects picked up daily via inspections and complaints, works orders raised.</p> <p>Resurfacing scheme completed, currently working on the reserve list to be delivered by end of March 2021.</p>	✓

	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	<p>Manifesto Pledge has been met</p> <p>Tender awarded to the Great Outdoor Gym Company.</p> <p>All gyms now installed and open/in use.</p>	✓

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 have 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 has been adopted by the Wellbeing Board and is now being implemented. The Wellbeing Board also adopted the model to be rolled out across Slough, as part of the Localities Agenda. Early stage work has commenced on developing a plan for Colnbrook and work related to Britwell will start shortly.	GREEN ↔
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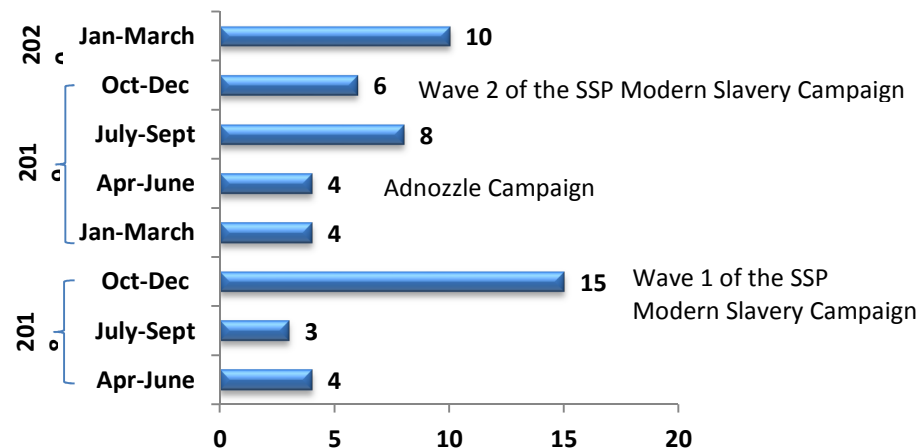
	Manifesto Pledge	Date for delivery	Actions taken	RAG
14	We will start the construction of 120 council and affordable homes, plan the development of over 250 more, and launch a key worker housing scheme	Mar 2020	Manifesto Pledge has been met On 12 development sites, there has been a handover of expected 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 has 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 seeks 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 Ongoing	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. Plans to have a virtual meeting are being considered and well as using social media to better engage and inform tenants.	GREEN 

	Manifesto Pledge	Date for delivery	Actions taken	RAG
20	We will work with dentists and health partners to improve local children's oral health	Ongoing	<p>Early Years: Online information/training sessions are available from the oral health team. Toothbrush packs are issued to children on the completion of a post session evaluation. The services extended access to families supported by Homestart and 50 toothbrush packs and leaflets have been distributed.</p> <p>An Early Years Health and Well-being Kitemark accreditation for Slough will be launched in the spring term, 2021, for all early years' settings, recognising the important role early years settings play in the improvement of the wellbeing of children to addressing issues around health, nutrition, obesity. The nutrition criterion of the Kitemark will assess how settings are addressing the oral health needs of the children and families and have been shared with Ofsted.</p> <p>Schools: The oral health team have developed 2 interactive YouTube videos aimed at KS1 and KS2 children, to be used as an informative addition to remote learning. Ryvers primary school have accessed the sessions for both key stages, and toothbrush packs have been issued. Five other schools have been sent the link to the sessions.</p> <p>Monthly oral health campaigns continue. Slough Healthy Smiles accredited settings and schools receive promotional material to display, promote and distribute.</p> <p>Slough Healthy Smiles: Assessments have continued, and 2 more settings have achieved accreditation. However, in line with recent guidance due to the current pandemic, supervised tooth brushing in early year's settings and schools has been suspended until further notice.</p> <p>Dental practices are now open, and some will be carrying out routine appointments as well as emergencies.</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.</p> <p>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. Co-production has helped challenge the stigma around mental health and disability and provided an opportunity for service users to shape services in Slough.</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. This has served to increase the accessibility of mental health services to the Slough population.</p> <p>The Recovery College has begun to provide mental health psychoeducation to primary care services via the Managing Emotions Programme and the plan is to expand the primary care offer over the next financial year. The College intends to develop further links and partnerships to facilitate access to physical health education and activity.</p> <p>Our new supported rehabilitative service went live in April 2020, providing bespoke therapeutic support to people with SMI in Slough. This has already proved a success enabling several residents to step-down to more independent living. The focus has been on enabling environments, establishing an emphasis on co-produced services and promoting accessibility.</p>	<p>GREEN ↔</p>
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22	We will work with our residents, service users and partners to set up a network to jointly design future health and social care services	Ongoing	<p>Manifesto Pledge has been met</p> <p>The Network is becoming well established and has been involved in a number of initiatives. These include:</p> <ul style="list-style-type: none"> ➤ Working with Healthwatch to co-design a new framework for enter and view visits to Slough care homes. ➤ Developing a new floating support service and selecting a new provider. ➤ Providing comments and feedback on the draft Housing Strategy. ➤ Successfully bidding to use the Open Doors shop for a monthly community forum. ➤ Attending a number of forums and partnership boards. <p>The co-production network will be involved in a number of key commissioning projects over the coming months.</p>	✓
23	We will build on the success of the reinstated Slough Half Marathon by introducing a stand-alone family fun day around the new annual 5k run in Upton Court Park	Oct 2021	<p>The 5k and Half Marathon were cancelled in 2020 due to the Covid pandemic.</p> <p>A provider has been secured to deliver a half marathon in 2021 however this will still be subject to the pandemic status.</p> <p>The 5K remains on hold and will be reviewed at various stages during the coming year.</p>	GREEN ↔
24	We will continue supporting the work of the Safer Slough Partnership; building on the success of their campaign against modern slavery and helping deliver the 'Choices' campaign to reach 2,000 people in 2019/20	Mar 2020 Autumn 2019	<p>Manifesto Pledge has been met</p> <p>In October 2019 we ran a 6 week campaign highlighting various forms of slavery and how it can affect children and adults. This campaign directed people to use the national Modern Slavery Helpline phone number as a single point of contact, and we hope to see a rise in call from Slough as people report their concerns. Data from the modern slavery helpline demonstrates that during October - December 2019, when wave 2 of the Safer Slough Partnership Modern Slavery campaign ran, 6 calls were received from Slough regarding concerns of modern slavery; following the campaign, between January-March 2020, 10 calls were received. Whilst we have not seen the same level of increase as was witnessed for wave 1 of the modern slavery campaign, calls to the modern slavery helpline remain higher than they were prior to campaign work beginning in Oct 2018.</p>	✓



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

			<p>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.</p> <p>Current focus is centred on 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.</p>	
25	We will tackle inequalities locally and work to improve health, life chances and opportunities for all our residents	Ongoing	<p>Project to support those Bereaved By Suicide and by COVID commenced, with a specific BAME bereavement support initiative, recognising the disproportionate of those in BAME communities affected.</p> <p>With the introduction of the COVID vaccine, there has been a high level of work in preventing inequalities in uptake, with a vaccine FAQ webpage (https://www.publichealthslough.co.uk/campaigns/covidvaccine/) and additional training of our Community Champions to disseminate learning into their community networks, plus a high number of posts on social media to provide facts and advice.</p> <p>A workshop was run on 18th December for those who are furloughed, at risk of losing their job, or have lost their job. There was a presentation on opportunities and training that are available. About 10 people attended, and they received very good feedback from attendees, so regular workshops are planned which will help mitigate the inequality created by COVID on the wider determinant of poverty and economic difficulties.</p> <p>'Health & Wellbeing Slough' which covers our key prevention programmes, including stop smoking, weight management, falls prevention, NHS health checks, behaviour change, brief alcohol interventions and oral health, continues to provide services online and by telephone.</p>	<p>GREEN ↔</p>

	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 focus on stabilising services and understanding current operational practices.</p> <p>To support the transfer a number of contingencies have been put in place to support customer services provision:</p> <ul style="list-style-type: none"> • The call centre telephony solution was initially a 1 year contract. This was extended for a further year until July 2021. The service is currently finalising requirement and looking at potential suppliers. • An extension to the current CRM solution has been commissioned to ensure continuity of service. The service is currently exploring the viability of using our digital platform Jadu. • 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 • The customer insight tool, Policy in Practice, to help identify households at risk of financial crisis is being implemented in collaboration with ICT and revenues and benefits. • Observatory House is fully kitted out and staff (subject to covid risk assessment) can work on desk areas. The trust move into OH in January 	GREEN ↔

2021 and the ground floor is currently under fit out to create a public meeting space.




- Samsung A51 android smart phones are being rolled out to members and staff.
- A comprehensive IT Health Check was conducted over the summer of 2020. The resulting report findings are being put into a remedial action plan and subsequent work packages will be created to address vulnerabilities.
- The council website went live end of November on Jadu platform; recruitment for a digital team is ongoing with 2 posts filled.
- Office 365 priority rollout plan is agreed with requirements being discussed with the Children's Trust and is being planned as part of the Our Futures Programme.
- Members & CMT rollout of new laptops and O365 completed with the final few being completed in January 2021 (subject to Members availability). Support and drop in sessions have been running and are due to end at the end of January 2021.
- New landline telephony platform service went live in November with the old corporate telephony platform decommissioned. Rollout to the remaining SBC sites currently being planned.
- Since the start of covid pandemic 899 laptops, 1020 mobile phones & 528 remote access tokens have been rolled out. Bluejeans service was enabled and an accelerated rollout across the council with an events module procured to facilitate larger attendee meetings such as staff conferences and external public meetings. Members meetings (internal only) are moving to Microsoft Teams from January 2021 with the view that all members meetings moved onto Teams as soon as possible. As the wider rollout of Teams across the authority continues, use of Bluejeans will be reviewed and licensed appropriately.

			<ul style="list-style-type: none"> • Work on an appointment system for local access points has now been developed as part of the Jadu rollout and is due to go live in Q4 2020/21. • 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 improve access / manage demand and to support the Cashless project. • Pay Point to arrange payments for Local Welfare Provision is now live and is the standardised way in which LWP payments for customers are processed. 	
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 Q4 2021	<p>The Chalvey Community Hub has been completed and will open once covid restrictions allow.</p> <p>Remodelling work of Britwell to incorporate the Health Centre have now been agreed and work on this will commence shortly.</p> <p>Plans are being finalised for the design of the Hub in Langley.</p> <p>The Curve will be adapted and will offer Hub related services for the Central ward and the final location for the hub(s) to cover Farnham, Baylis & Stoke, Wexham Lea and Elliman wards is being finalised</p>	GREEN ↔

28	We will involve residents in shaping 'meanwhile' improvements and in the longer-term redevelopment plans for the town centre	Ongoing	<p>ARUP have been appointed to prepared a Meanwhile Use Strategy which is anticipated Q1 2021/22.</p> <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	<p>Ongoing</p> <p>September 2019</p> <p>December 2019</p>	<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 multi discipline project team, led by Fourth Street Cultural Consultants, has been appointed to consider the Adelphi Theatre and it's potential for offering an enhanced cultural offer. The recommendations of the Cultural Asset Strategy are anticipated Q1 2021.	GREEN ↔
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	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>The Centre of Slough Regeneration Framework was approved by Cabinet in September 2020.</p> <p>Cabinet approved the Stoke Wharf draft indicative site development plan in September 2020 and a detailed planning application was submitted by Stoke Wharf Developments LLP in October 2020.</p> <p>A detailed planning application for the Montem Leisure Centre site was submitted in October 2020 and recommended for approval by planning committee in January 2021.</p> <p>The North West Quadrant LLP development vehicle was created in November 2019. The Business Plan is anticipated to be approved in Q1 2021 with a hybrid planning application anticipated June 2021.</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 in Q1 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>Works on the Horlicks Factory redevelopment have begun and sales are progressing well.</p> <p>In October 2020 Cabinet approved taking the necessary steps towards a Compulsory Purchase Order, underwritten by Berkeley Homes, for the south side of Stoke Gardens, adjoining the Horlicks scheme, to assist the Horlicks scheme by improving the local environment around the main pedestrian and cycle entrance to the development.</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>ARUP have been appointed to prepared a Meanwhile Use Strategy which is anticipated Q1 2021.</p> <p>Exploring options for a Social Enterprise Quarter, Food & Bevarage and Cutural 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>GREEN</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. Changes to DfT accessibility guidance at rail stations has resulted in a delay due to more disabled bays being required.</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. CRT currently not supporting the proposal so this has been escalated to board level.</p> <p>Designs and location are near completion and now awaiting discussion with the SUR. Planning App still awaited.</p>	<p>AMBER</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. A further £0.8m has been spent in 2020-21 on secondary expansion projects by Q3.</p> <p>£3.31m spent in 2019-20 and £0.3m in 2020-21 to fund a new SEND Resource Unit at Marish Primary Academy.</p> <p>£610K spent in 2020-21 to fund construction of the new SEND Resource Unit for Grove Academy.</p> <p>£328K spent in 2019-20 on Special schools and a further £270K by Q3 in 2020-21.</p>	GREEN ↔
39	We will facilitate a brand new through-school with community sports provision in Chalvey	End of 2020	<p>Manifesto Pledge has been met In 2019, SBC acquired 2 shop/residential sites on Chalvey High Street on behalf of the DfE to create the playing fields for Grove Academy.</p> <p>Although the Covid-19 pandemic caused some delays to the construction programme the new building was handed over the school by the end of Q3 2020-21. Officers are finalising the terms of the Community Use Agreement with the school; all sporting facilities including the 2 new MUGAs being funded by SBC will be available for community use.</p> <p>The replacement community facilities were handed over to SBC and the Nursery by the end of Q3 2020-21 and the refurbishment of Orchard Community Centre completed earlier in the year.</p>	✓
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 Offer has been designed and approved. Implementation of offer is now being undertaken.</p>	✓

live in September – Partners are working to ensure that the processes are robust and managed to the benefit of young people.

- Expansion of CCTV in Salt Hill Park. An exciting project to expand CCTV coverage in the park is nearly complete and is due to have the final commissioning and shakedown in October. Covid19 did cause some delays for a while, but the project team have now finished the main installations.
- Our Youth Knife Crime Counter Narrative project is delivering a strong anti-knife message for young people. This campaign is designed by young people, for young people and sits on a number of popular social media platforms. While you may not have seen these messages, young people have created a public facing message on the TVU hoarding, Stoke Road. The communications plan is now moving into engaging with communities, residents and parents. The Task Force is pleased with the progress being made to challenge, what is a global perception about young people and knives.
- We have signed up to be one of the first boroughs in the Thames Valley in a multi-agency data project. This initiative brings data and information from a range of agencies to provide insight and direction to form the tactical response.

Reviewing our current operational models (operational case management meetings) to ensure that our processes are solution focused. This includes, incorporating evidence from case reviews so that we focus on what's important.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 15th March 2021

CONTACT OFFICER: Nick Pontone, Senior Democratic Services Officer
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WARD(S): All

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

PART I
NON-KEY DECISION

COVID-19 DECISIONS UPDATE**1 Purpose of Report**

The purpose of this Report is to inform Cabinet of the further significant decisions taken by officers, and to seek ratification of those decisions insofar as they relate to Executive functions.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

(a) That the report be noted; and

(b) That the Significant Decisions taken by Silver as set out in Appendix A be ratified.

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

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

3a. Slough Joint Wellbeing Strategy Priorities –

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

3b Five Year Plan Outcomes

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

- *Our children and young people will have the best start in life and opportunities to give them positive lives.*
- *Our people will become healthier and will manage their own health, care and support needs.*
- *Slough will be an attractive place where people choose to live, work and visit.*
- *Our residents will have access to good quality homes.*
- *Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents*

4 **Other Implications**

(a) Financial

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

Risk Management

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

Governance

- 5.1 This report sets out the Significant Decisions taken by Officers in response to the coronavirus pandemic. Robust governance arrangements were put in place in March 2020 to manage SBCs response, which is led by a GOLD and SILVER command

structure. GOLD/SILVER meetings have been held jointly since March. This is summarised as follows:

- **GOLD** – Chief Executive and Silver Lead from CMT on rotation
Overall responsibility for SBC strategy and response, primary liaison with partners and leads on external communications. Lead Members are consulted where appropriate on decisions in their portfolio.
- **SILVER** – led by a member of CMT on rotation, includes CMT, Public Health, Communications and Operations Room Management)
Responsibility for tactical implementation of GOLD Strategy, escalates strategic decisions to GOLD, refers issues for resolution to task groups.
- **Task Groups** – usually led by an Executive Director or senior Officer
Manages operational matters and escalate issues to Silver
Task groups established include Finance, Human Resources and Business Continuity, Community Hub, IT, Children, Adults, Safer Public Spaces, Testing, PPE, Recovery, Local Outbreak Management Plan Cell and Workplace Safety Group.
- **Operations Room** – led by Associate Director
Seeks to coordinate activity in a single team; logs enquiries, actions and decisions and supports Silver.

Timeline

5.2 A summary of the key events and phases is summarised as follows:

- 5th March – first death in UK from Covid-19 is confirmed.
- 12th March – SBC GOLD/SILVER response group meets. SILVER met daily between 23rd March to 24th April and at least weekly since. It currently meets twice a week.
- 23rd March – Prime Minister announces UK-wide partial “lockdown”.
- 26th March – Health Protection (Coronavirus Restrictions) (England) Regulations 2020 (‘lockdown regulations’) come into force.
- 13th May – National ‘Lockdown’ restriction start to be eased and this process continues through June and July. It is not until 25th July that indoor gyms and swimming pools are able to reopen.
- 1st July – local restrictions introduced in Leicester.
- 18th July – Health Protection (Coronavirus Restrictions) (England) (No 3) Regulations come into force giving local authorities in England new powers to close shops and outdoor public spaces in order to control Covid.
- 1st August 2020 – Shielding programme is paused.
- August / September 2020 – local restrictions across England start to be tightened, particularly in the North West and Yorkshire.

- 24th September 2020 – pubs and restaurants ordered to close by 10pm and ‘Rule of 6’ applies.
- 14th October 2020 – new Covid tiers come into force. Slough is places in Tier 1 – medium level alert.
- 24th October 2020 – Slough moves into Tier 2 – high level alert, which introduced a ban on household mixing.
- 5th November 2020 – Prime Minister announces a new national ‘lockdown’ until 2nd December.
- 26th November 2020 – new Tier system is introduced in England to come into force on 2nd December. Slough will enter Tier 3 – very high alert which means pubs and restaurants remain closed following national ‘lockdown’ and household mixing remains banned.
- 19th December 2020 – Government revises Tier system with a new Level 4 Tier – Stay at Home with restrictions similar to those during the national ‘lockdown’ in November. The Government decides to put Slough into this highest Tier.
- 4th January 2021 – Prime Minister announces new national ‘lockdown’ for England.
- 22nd February 2021 – Government publishes a “roadmap” to gradually ease restrictions over the coming months, starting with the full reopening of schools to all pupils from 8th March 2021.

6 **Comments of Other Committees**

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

7 **Conclusion**

This report seeks Cabinet ratification of significant decisions at the first available opportunity and 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**

Appendix A – Table of significant decisions

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Summary of Decisions Taken by Silver

Reference number	Decision Required	Outcome	Date of decision	Decision made by
DEL201	Agreed approach to Asymptomatic testing for Covid in Berkshire	Agreed in principal but some more information needed on where funding comes from	30/12/20	SILVER
DEL202	Agree sign off of collaborative agreement re LFT rollout over 6 weeks	JW to sign off collaborative agreement to rollout LFT over 6 weeks. HBPL to review it first.	30/12/20	SILVER
DEL203	Requests from Workplace Safety Group	Option 1 agreed to allow the adult learning enrolment at The Curve to be permitted, noting that a risk assessment had been completed and new national 'lockdown' guidance allowed libraries to provide access to digital services for such educational services.	05/01/21	SILVER
DEL204	Impacts of 'Stay at Home' guidance on SBC services	Agreed that further work be undertaken to refine the options and a revised report come back to Silver.	07/01/21	SILVER
DEL205	Requests from Workplace Safety Group	a. CLS Early Help - Face to Face Meetings within an establishment or school b. CLS Early Help – Face to face meetings with young people in Parks and Open Spaces - request to continue to operate at this time Risk assessments all approved	12/01/21	SILVER
DEL206	Requests from Workplace Safety Group	Parks and open spaces, site visits, risk assessments all approved	12/01/21	SILVER

DEL207	Requests from Workplace Safety Group	The Trust, referrals and risk assessments	12/01/21	SILVER
DEL208	Requests from Workplace Safety Group	Lateral Flow Testing RA approved	12/01/21	SLIVER
DEL209	Additional Resources Grant Policy	Agreed the policy around why we do what we do around the govt grants the council has received.	12/01/21	SILVER
DEL210	Stay at home Policy	Agreed Libraries to remain open for click and collect and customer service points remain open but to close Cippenham and Langley CAPs so this would leave the Curve and Britwell open. IT services approved as well. Housing Improvemnet Agency approved pending risk assessment approval	14/01/21	SILVER
DEL212	Proposal for mitigation of contract tracing issues	Report presented and will now go to OPS room first for consideration and come back to silver for a decision on resourses for a new team 19/01/2021	14/01/21	SILVER
DEL213	Workplace Safety Group Opening Requests and Update	Option 1 agreed to allow the following services to operate: HV and NN clinics; HIA risk assessment for home and site visits; virtual school risk assessment; ASC Lavendar Court; Lateral Flow Testing for The Depot and The Curve; Community testing risk assessment for Langley College.	19/01/21	SILVER
DEL214	Workplace Safety Group - Part B - Stay at Home Message	Agreed that all staff communications be consistent with Stay at Home guidance including lateral flow testing for staff where they live outside of the borough	19/01/21	SILVER
DEL215	Workplace Safety Group - Part C - Service Operational Data for Stay at Home regulations	Directors to arrange for outstanding responses to 'operational data' spreadsheet be provided by service managers.	19/01/21	SILVER

DEL216	Proposal for mitigation of contract tracing issues	Follow up to DEL212 - Discussions with Ops Room had taken place and agreed could not be resourced internally. Silver agreed to external recruitment could take place.	19/01/21	SILVER
DEL218	Mutual exchanges for HRA properties	Recommended Option 3 of report agreed to enable service to continue with virtual inspections	21/02/21	SILVER
DEL219	Requests from Workplace Safety Group	Option One agreed to allow the following services and activities to operate - Trust, Safeguarding and Family Support risk assessment; CLS Education and Inclusion team risk assessment; Public Health, Community testing risk assessment Britwell community; Trust move.	26/01/21	SILVER
DEL220	Update on HSE visit to the Curve	Information report noted. Assurance was provided that the operation of the building was compliant with health and safety and public health guidelines.	26/01/21	SILVER
DEL221	Change to Community Testing Programme	Agreed to amend Annex A to Slough's 6 week community testing programme as per the papers circulated to extend to test key workers	28/01/21	SILVER
DEL222	Requests from Workplace Safety Group	The Trust requested approval for one member of ELT to move between floors at OH each day, whilst wearing a face mask. This has been agreed at WSG on 1/2/2021 and decision approved by Silver.	02/02/21	SILVER

DEL223	Request re decision on PPE changes for extra resident carers	Silver agreed to go with Option 4 to give PPE out to those extra resident carers and co-resident carers that ask from DHSC stock. This needs to be monitored and if stock runs out then back to Silver before using SBC stock	04/02/21	Silver
DEL224	Request to deploy resources to undertake essential works to replace the current firewall on Sunday 7 February	Approved by Silver for this to go ahead. Comms to go out to all users	05/02/21	SILVER
DEL225	Open Request for info only	<p>Building Management - Accommodation move : SMP Decant/ fifth Floor OH and Cippenham Community Centre</p> <ul style="list-style-type: none"> • This was agreed at WSG on the 8.1.21 • The risk assessment meets government guidance • The team have undertaken the return to work process • This was deemed necessary to ensure the closure of SMP and any additional costs related to keeping the site open. 	09/02/21	SILVER
DEL226	For Silver to approve proposal and initial draft plans to implement surge testing if it becomes required.	Approved by Silver to implement town plan to Operation Eagle as and when required - Surge Testing	11/02/21	SILVER
DEL227	Extension of Community Lateral Flow Testing	Approved - 4 sites around Borough - The Centre, The Curve, Langley Pavilion, Slough Trading Estate	11/02/21	SILVER
DEL228	Report from Workplace Safety Group	Silver noted the retrospective approval that had been given to a number of lateral flow testing sites as part of the ongoing community testing programme.	16/02/21	SILVER

DEL229	Report from Workplace Safety Group	Silver noted the retrospective approval that had been given to a number of lateral flow testing sites as part of the ongoing community testing programme	23/02/21	SILVER
DEL230	Covid Risk Register	Silver agreed that the Covid Risk register be updated and brought to Silver every 4 weeks	23/02/21	SILVER
DEL231	Strategy for Slough Borough to Reduce COVID Rates Feb 2021	Silver agreed to go with Option1 to accept and implement the proposed strategy for review with additional elements re timelines	23/02/21	SILVER
DEL232	Buy-back of ex-RTB properties by Slough Borough Council	Silver agreed to go with Option 3 to move to virtual inspections to minimise contact and onsite inspections in exceptional circumstances only	23/02/21	SILVER

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 15 March 2021

CONTACT OFFICER: Tom Overend, Policy Insight Manager
(For all Enquiries) (01753) 875657

WARD(S): All.

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

PART I
NON-KEY DECISION

HOMELESSNESS AND ROUGH SLEEPING TASK & FINISH GROUP1. **Purpose of Report**

To update Cabinet on the findings of the Homelessness and Rough Sleeping Task & Finish Group, that was commissioned by the Neighbourhoods and Community Services Scrutiny Panel.

2. **Recommendation**

That the Cabinet endorse the recommendations of the task and finish group, as laid out in section 5.3.

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

The work of the task and finish group relates to priority three of the SJWS for 2020-25 – Strong, Healthy and Attractive Neighbourhoods.

Housing is often identified as an important co-determinant of health, as the quality of housing will have a strong impact on an individual's health and wellbeing.

3b. **Five Year Plan Outcomes**

Reducing homelessness and rough sleeping in Slough will have a major impact on the delivery of the fourth priority outcome of the Five Year Plan – our residents will live in good quality homes.

4. **Other Implications**

(a) Financial

It is anticipated that the majority of the recommendations are able to be implemented within existing budgets.

The proposed alternative giving scheme is anticipated to require between £3,000 - £5,000 to set up, the funding of which would need to be agreed with the Business Improvement District.

There may be further financial implications, depending on what course of action is taken by officers to implement the recommendations, and financial assessments will need to be conducted accordingly.

(b) Risk Management

Risk assessments may need to be conducted by officers as necessary in the implementation of the task and finish group's recommendations.

(c) Human Rights Act and Other Legal Implications

There are no anticipated legal implications for adopting the recommendations. Legal assessments may need to be conducted by officers as necessary in the implementation of the task and finish group's recommendations.

(d) Equalities Impact Assessment

Should the implementation of the recommendations necessitate such an exercise, it will be carried out as required.

(e) Workforce

The implementation of the recommendations will require significant staff time and support from senior leaders.

5. **Supporting Information**

5.1 Terms of reference

The terms of reference for the task and finish group were approved by the Neighbourhoods and Community Services Scrutiny Panel, at its meeting on 22nd October 2020:

To investigate and make recommendations in relation to SBC's Homelessness and Rough Sleeping Prevention strategies, with specific reference to:

- Identification and reporting
- Support provision
- Engagement and communication

5.2 Membership

The task and finish group was chaired by Cllr Zaffar Ajaib, supported by the following members:

- Cllr Christine Hulme (Chair, Neighbourhoods and Community Services Scrutiny Panel)
- Cllr Harjinder Minhas
- Cllr Waqas Sabah

5.3 Recommendations

The task and finish group, feel that the council and partners should focus on the areas listed below over the next year. Within these areas, the group would also wish to propose a number of specific actions it feels will be most effective:

Strategic Partnerships, Collaboration & Funding

- The Strategic Partnerships workstream of the Our Futures programme should consider establishing a new strategic board or group, bringing together the various organisations providing services to rough sleepers and homeless people in Slough, to:
 - co-ordinate strategy;
 - identify emerging issues early;
 - ensure accountability;
 - explore opportunities for additional funding; and
 - raise the profile of the issues
- As part of the localities strategy, SBC should also explore opportunities for these partners to operate alongside SBC teams, out of the new hubs and other SBC premises, building on other examples of the co-location of services currently being explored by the council.
- SBC should work with the Business Improvement District to explore the viability of an alternative giving scheme in Slough.

Communications

- The new Associate Director for Community should establish a plan for reviewing and enhancing external communications to improve awareness of where to get help, what type of support is available and how to apply for it, bearing in mind the challenges some clients face in regard to language, literacy and access to the internet.
- This plan should, ideally, include a public directory of services and named SBC contacts for partner organisations.

Commissioning, complex needs and supply

- SBC should form a task group of officers from the housing, benefits and commissioning teams to review the commissioning of accommodation for specific client groups with complex needs –and develop proposals.
- SBC should explore opportunities for using James Elliman Homes, section 106 payments, compulsory purchase orders and void stock to acquire accommodation for this group.

Health and mental health

- Collaboration between the Community Mental Health team and the Housing Team needs to be improved and an action plan established to reduce waiting times and improve referral processes.
- SBC should work with the CCG to investigate the viability of piloting the Health Outreach Liaison Team (HOLT) model in Slough, which has been effective in West Berkshire.

Skills and strengths

- SBC and partners should consider how a strength-based model for supporting homeless people and rough sleepers might be developed, to help them lead their own recovery, gain confidence and improve their networks.
- There may be chances to work with One Slough to identify volunteering placements for clients or generate opportunities through Social Return on Investment.

Localities and customer services

- Once the new localities strategy has had an opportunity to bed in, SBC should evaluate how effective it has been in:
 - enabling homeless residents and rough sleepers to access support
 - helping customer services staff rapidly identify those at risk of homelessness and guide them to necessary support or action

Safety

- The council should review the recent incident of violence against a female rough sleeper (see findings), and consider whether further action, either by SBC or by partners, can be taken in future to protect vulnerable rough sleepers.

6. Comments of Other Committees

The recommendations of the task and finish Group were approved by the Neighbourhoods and Community Services Scrutiny panel at its meeting on 9th February.

7. **Conclusion**

This report details the recommendations of the Homelessness and Rough Sleeping Task & Finish Group, and seeks the Cabinet's endorsement.

8. **Appendices Attached**

'A' Homelessness and Rough Sleeping Task & Finish Group

9. **Background Papers**

'1' Agenda and minutes, Neighbourhoods and Community Services Scrutiny Panel Thursday, 22nd October, 2020

'2' Agenda and minutes, Extraordinary, Neighbourhoods and Community Services Scrutiny Panel Tuesday, 9th February, 2021

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Homelessness and Rough Sleeping Task & Finish Group

Findings of Task and Finish Group
commissioned by the Neighbourhoods and
Community Services Scrutiny Panel

October 2020 – January 2021

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Preface

In the summer of 2020, Slough Borough Council's Neighbourhoods and Community Services Scrutiny Panel decided to investigate the growing issue of homelessness and rough sleeping in Slough. This was mainly due to concerns over the persistent nature of the problem in Slough and with the potential increase in the numbers, as more and more people were expected to lose their jobs because of COVID and the anticipated winding down of government support schemes. I am pleased to commend our report, which brings this inquiry to a close at this stage.

Due to the COVID restrictions, all the investigative work has been done via virtual meetings and conference calls.

We are very grateful to the Slough Borough Councillors and partner organisations (detailed on pages 11-12) who contributed to our work to date - whether through the virtual meetings or through submitting written evidence. We would like to extend our special thanks to Browns and their clients who were brave enough to take the time to share their stories and experiences with us.

Our investigations highlighted several areas of concerns around identification and reporting, current support provision in place, and overall engagement and communications. To address these and other issues, we have made several recommendations in the report below to the council leadership. It is our hope that all these will be endorsed by Slough Borough Council, and that an action programme is put in place to ensure progress in their implementation, which will greatly assist in addressing the key issues and drivers behind homelessness and rough sleeping in Slough.

Cllr Zaffar Ajaib
Chair
Homelessness and Rough Sleeping Task and Finish Group



Terms of reference

To investigate and make recommendations in relation to SBC's Homelessness and Rough Sleeping Prevention strategies, with specific reference to:

- Identification and reporting
- Support provision
- Engagement and communication

Membership

The task and finish group was chaired by Cllr Zaffar Ajaib, supported by the following members:

- Cllr Christine Hulme (Chair, Neighbourhoods and Community Services Scrutiny Panel)
- Cllr Harjinder Minhas
- Cllr Waqas Sabah

Stuart Adnitt, Outreach Team Leader, Slough Borough Council also joined the Task and Finish group to provide officer support and assist the group in forming its recommendations.

Background

In the summer of 2020, the NCS Scrutiny Panel decided to investigate the issue of homelessness and rough sleeping in the borough. This was mainly driven by concerns over the persistent nature of the problem in Slough and the potential increase in numbers that was anticipated - with more people are expected to lose their jobs because of COVID and the anticipated winding down of the furlough scheme.

SBC has developed a Homelessness Prevention Strategy, which was updated in June 2019 and gives an overview of our existing services for the homeless and rough sleepers. It also outlines the initiatives the council has in place to prevent homelessness as well as the risks, challenges and opportunities the council have.

Summary of recommendations and proposed areas for consideration

The task and finish group feel that the council and partners should focus on the areas listed below over the next year. Within these areas, the group would also wish to propose a number of specific actions it feels will be most effective.

The rationale behind these recommendations is laid out in the Findings section.

Strategic Partnerships, Collaboration & Funding

- The Strategic Partnerships workstream of the Our Futures programme should consider establishing a new strategic board or group, bringing together the various organisations providing services to rough sleepers and homeless people in Slough, to:
 - co-ordinate strategy;
 - identify emerging issues early;
 - ensure accountability;
 - explore opportunities for additional funding; and
 - raise the profile of the issues
- As part of the localities strategy, SBC should also explore opportunities for these partners to operate alongside SBC teams, out of the new hubs and other SBC premises, building on other examples of the co-location of services currently being explored by the council.
- SBC should work with the Business Improvement District to explore the viability of an alternative giving scheme in Slough.

Communications

- The new Associate Director for Community should establish a plan for reviewing and enhancing external communications to improve awareness of where to get help, what type of support is available and how to apply for it, bearing in mind the challenges some clients face in regard to language, literacy and access to the internet.
- This plan should, ideally, include a public directory of services and named SBC contacts for partner organisations.

Commissioning, complex needs and supply

- SBC should form a task group of officers from the housing, benefits and commissioning teams to review the commissioning of accommodation for specific client groups with complex needs – and develop proposals.
- SBC should explore opportunities for using James Elliman Homes, section 106 payments, compulsory purchase orders and void stock to acquire accommodation for this group.

Health and mental health

- Collaboration between the Community Mental Health team and the Housing Team needs to be improved and an action plan established to reduce waiting times and improve referral processes.
- SBC should work with the CCG to investigate the viability of piloting the Health Outreach Liaison Team (HOLT) model in Slough, which has been effective in West Berkshire.

Skills and strengths

- SBC and partners should consider how a strength-based model for supporting homeless people and rough sleepers might be developed, to help them lead their own recovery, gain confidence and improve their networks.
- There may be chances to work with One Slough to identify volunteering placements for clients or generate opportunities through Social Return on Investment.

Localities and customer services

- Once the new localities strategy has had an opportunity to bed in, SBC should evaluate how effective it has been in:
 - enabling homeless residents and rough sleepers to access support
 - helping customer services staff rapidly identify those at risk of homelessness and guide them to necessary support or action

Safety

- The council should review the recent incident of violence against a female rough sleeper (see findings), and consider whether further action, either by SBC or by partners, can be taken in future to protect vulnerable rough sleepers.

Findings

Strategic Partnerships, Collaboration & Funding

The lack of effective collaboration and co-ordination between different organisations in Slough was a theme which ran throughout many of the task and finish group's meetings - both with SBC officers and external organisations.

There is an informal forum currently in place. However, several of the charities, housing associations and other partners the group spoke to expressed concerns that this forum is not strategic enough in nature, and SBC officers raised apprehensions about its effectiveness.

The issue of homelessness and rough sleeping does not feature prominently in any of the statutory partnership boards that SBC currently participates in. Housing was listed as a key priority in the previous Slough Joint Wellbeing Strategy; however this was replaced in the 2020-2025 iteration.¹

The success of One Slough throughout the COVID 19 crisis presents an opportunity for re-setting partnership working in this area, and filling this identified gap.

The group felt that a new strategic board or group, with a single strategy, was needed in order to strengthen working relationships and ensure that there was sufficient leadership across different agencies. This might be looked at through the partnerships workstream of the Our Futures programme.

Such a group could also become a vehicle for sharing intelligence and data, identifying emerging issues and challenges to support prevention, and allowing for collaboration in the pursuit of future sources of much needed funding.

The Government is yet to respond to its consultation on structures that support partnership working and accountability in homelessness services.² By taking pre-emptive steps in this area, SBC and its partners might be better placed to respond to any future changes in this area of policy.

Accommodation and co-location was also raised as an issue for partnership working. The group was informed that there are several organisations operating in this field that are willing to provide services in SBC premises and community centres. However, under current policy, SBC would charge such groups. For example, it was reported to the Task and Finish Group, that one community group were asked to pay between £40,000 - £50,000 annually to use SBC's Britwell Hub. This was eventually reduced to £25,000 a year, however this level of charge might still be prohibitive for other organisations, and would mean that more time would need to be spent on fundraising, instead of in providing services.

SBC is currently exploring opportunities through the localities strategy for other partners, such as the NHS, to operate under the same roof. It may be fruitful for SBC to consider whether a similar approach might be taken for services provided to homeless and rough sleeper clients.

Finally, representatives of the Business Improvement District recommended that Slough explore the possibility of establishing an alternative giving scheme in the town centre, an approach which has been adopted by other local authorities nationally. It was estimated that such a scheme would require between £3,000 - £5,000 to set up, but could then enable residents to donate to local charities, instead of giving money to people on the streets.

¹ Slough Joint Wellbeing Strategy 2020-2025

² Tackling homelessness together <https://www.gov.uk/government/consultations/tackling-homelessness-together>

Communications

Throughout its investigations, the task and finish group were pleased to note the many initiatives and the range of activity undertaken by SBC teams in regards to homelessness and rough sleeping. There was however a consensus amongst communications officers, operational teams and external organisations that more could be done to raise awareness of this work.

Several witnesses expressed concerns that it can be very hard for people to find information on what support is available, and where and how this can be accessed. The group heard that these challenges can be exacerbated by a lack of access to the internet, or by language barriers. Some charities also expressed concerns that the closure of Landmark Place could present further challenges over the coming years.

In addition, in most meetings the Task and Finish group held with external organisations, the lack of a named contact at SBC was identified as an important issue. Those interviewed expressed frustrations at the difficulties this can cause when different agencies are referring clients between them, with the risk of people falling through the cracks and missing out on support.

For example, Trinity have reported difficulties in following up their clients' correspondence on housing benefits, and have flagged the potential risk of them missing their payments. The DWP also raised challenges in following up the result of referrals, in order to verify statements that their clients have made.

The task and finish group felt that these issues could be readily addressed through an updated directory of services and officers, that could be provided to all key partners, once the restructure was complete.

While members did not feel they could make further specific recommendations in terms of communication priorities, the group felt that the new Associate Director for Community could work with the communications team to review all comms activities in this area, and develop an action plan for enhancing them.

Members also felt that a communications campaign on available services may be able to help tackle some of the stigma associated with homelessness, which research has shown can deter individuals from accessing support, such as healthcare.³

Commissioning, complex needs and supply

Housing officers informed the task and finish group that the current provision of housing is not enough to support those rough sleepers or homeless households with complex needs, and that more targeted support is needed once someone has been housed.

The group heard that there were difficulties in supporting clients with mental health challenges, those with issues around drugs or alcohol, those who have experienced trauma and ex-offenders.

The group were also informed that there was a particular challenge with the provision of accommodation for those aged 16-17.

A 'floating service' has recently been recommissioned by SBC, which seeks to ensure that people are supported to stay in their accommodation. However, the task and finish group heard that the current KPIs of this contract do not incentivise providers to focus on those with the most complex issues.

³ Big Issue, Homelessness stigma stops people accessing healthcare even when housed, January 2020

There was also recognition, from both commissioning and housing officers, that improved collaboration was necessary.

While it is anticipated that the Our Futures programme will remove historical silos and enable the development of more strategic approaches, the group felt that it might be necessary to form a task group of senior officers from across the housing, benefits and commissioning teams to review this area urgently and to develop an holistic approach, in light of the potential challenges in this area arising from COVID.

The task and finish group would like to see this task group explore creative solutions for acquiring supported accommodation for this group, such as using James Elliman Homes, section 106 payments, compulsory purchase orders and void stock.

Health and mental health

Throughout its investigations, the task and finish group frequently heard of the particular challenges homeless clients and rough sleepers experience in accessing mental health support. The group were informed that it is not uncommon for people to have to wait 18 months to see a specialist.

All of the clients of Browns that the group interviewed had experienced difficulties in getting the necessary support from the community mental health team, and several of the external organisations spoken to raised issues with the referral system.

The task and finish group were informed that there is supposed to a dedicated worker within the community mental health team to liaise with housing officers, but that this is not happening.

The group felt that urgent action needs to be taken to improve collaboration between SBCs housing teams and the community mental health team, and to reduce waiting times for access to these vital services.

In its meeting with the clinical support team, the task and finish group were informed of the Health Outreach Liaison Team (HOLT) model that has been adopted in West Berkshire, which has proved effective in providing mental and physical health support via regular clinics for those who struggle to access mainstream health services. It was agreed that it would be worth exploring the viability of piloting this approach in Slough, as a means of improving access to this type of support.

Skills and strengths

Throughout its interviews with clients, the task and finish group heard about the challenges former rough sleepers can face in rebuilding their lives and accessing work. Most were not ready to enter the labour market.

However, most people we spoke to had hobbies and interests that they would like to build on, which would help build their confidence and involve them in positive activity. For example, one man the group spoke to had a particular interest in gardening and would be keen to work on an allotment or in Slough's parks.

According research from Crisis, 61% of homeless service users classify as 'lonely', 'three times the proportion of over 52s in the UK, a group most associated with being most lonely in society', and 37% reported 'often' feeling isolated and lacking companionship.⁴ The group felt that generating opportunities for positive activity would provide clients with new support networks, while building their

⁴ Crisis, 'I was all on my own': experiences of loneliness and isolation amongst homeless people, December 2015

self-esteem. According to Homeless Link, activities are also important in preventing the boredom that may lead people to turn back to the streets, or to alcohol or drugs.

The task and finish group would like to recommend that the council explores options for expanding strengths-based practice for our homeless and rough sleeper clients, building our interventions around the individual.

The group also felt that there may possibilities to build on SBC's work with One Slough to identify volunteering placements for clients, and to use commissioning to generate opportunities through Social Return on Investment.

In addition, Homeless Link are looking for local authority commissioning teams to be involved in the development of a new Strengths-Based Practice Toolkit, which may present an opportunity for the council.⁵

Localities and customer services

As discussed previously, the task and finish group heard concerns regarding the closure of Landmark Place, and fears that rough sleepers and those at risk of homelessness would now find it harder to access available support.

Specific concerns were raised around the possibility of security staff at locality hubs turning away those in need of urgent support who didn't have an appointment, or that the customer services staff operating out of hubs would not be able to recognise someone at risk of becoming homeless. However, the task and finish group were assured that training is being put in place to prevent this from happening.

Members of the task and finish group also felt that it will be important for the opening hours for the new community hubs, and any out of office services created, to be developed in a way which allows rough sleepers, many of whom have chaotic lives, to easily access services.

The task and finish group understands that it is too early to assess how effectively the localities approach will support homeless and rough sleeper clients in accessing services. However, the group felt that it will be important that this be properly evaluated after a suitable period, to ensure these vulnerable groups are rapidly supported.

Safety

In January, the Task and Finish Group were informed of a report from Slough Homeless Our Concern (SHOC) that a young homeless woman had been seriously assaulted on the streets, after her application for emergency accommodation was delayed over a weekend.

While it would not be appropriate to raise specifics in this report, without the opportunity for officers to comment on the case, SHOC also raised concerns around further instances when other potentially-vulnerable single women were not provided with same-day accommodation.

The task and finish group would like to recommend that SBC officers investigate the facts behind such incidences and ensure that all is being done, by both SBC and partners, to ensure the safety of rough sleepers, as far as is practicable.

⁵ Homeless Link, *Stepping Forward with Strengths-Based Practice*, October 2020
<https://www.homeless.org.uk/connect/blogs/2020/oct/26/stepping-forward-with-strengths-based-practice>

List of Meetings and Events

The following meetings were held by the Task & Finish Group:

Date	Meeting
09.10.2020	Slough Borough Council Housing Officers
13.10.2020	Slough Borough Council Parks and Open Spaces Team
13.10.2020	Slough Borough Council Resilience and Enforcement Team
19.10.2020	Slough Borough Council Commissioning Team
20.10.2020	Slough Borough Council Communications Team
26.10.2020	Slough Business Improvement District
27.10.2020	Department for Work and Pensions
28.10.2020	Homelessness Clinical Support Team
28.10.2020	Slough Charities
03.11.2020	One Slough (Ketan Gandhi)
05.11.2020	Thames Valley Police
10.11.2020	One Slough (Ketan Gandhi)
12.11.2020	Housing Associations
20.11.2020	Britwell Hub Officers

The Task and Finish Group also held a series of interviews with clients from Browns throughout November 2020.

Acknowledgements

The Task & Finish Group would like to note its special thanks to all the clients who spoke to the group throughout its investigations. The group also wishes to thank the following contributors and witnesses, whose input helped form its recommendations:

Slough Borough Council:

Stuart Adnitt	Outreach Team Leader
Ian Blake	Resilience & Enforcement Team Manger
Helen Buckland	Risk and Exploitation Co-ordinator
Ketan Gandhi	Associate Director, Place Regulation & One Slough
Debra Gilbert	Temporary Accommodation Manager
Ian Judd	Parks Officer
Amanda Kuwana	Housing Needs Officer
Gerald Pleace	Parks & Open Spaces Manager
Ray Prosper	Customer Service Officer
Julie Render	Housing Demand Manager
Difaf Sharba	Policy Insight Analyst
Jane Senior	Associate Director, People Strategy and Commissioning
Anne Stavrou	Allocations Team Manager
Victoria Tutty	Commissioning Project Manager

External Organisations:

Yasmin Baig	Shelter
Sharon Ballantyne	NHS East Berkshire CCG
Valerie Bruce	L&Q Group
Craig Buckby	Slough Business Improvement Trust
Alan Buckley	Berkshire Healthcare NHS Trust
Seb Byrne	Berkshire Healthcare NHS Trust
Shin Dhothar	Slough Outreach
Simon Dorney	A2Dominion
Charlotte Dubisson	Paradigm Housing
Angeline Gore	Browns
Steve Hedley	Slough Homeless Our Concern (SHOC)
Rebecca Hewitt	NHS East Berkshire CCG
Jeremy Hutchings	L&Q Group
Hanna Irfan	Catalyst Housing
Sobia Khan	Browns
Jessica Lath	Browns
Tracy Lupton	Paradigm Housing
Mandy McGuire"	Slough Homeless Our Concern (SHOC)
Lisa Meader	Browns
Inspector Neil Misselbrook	Thames Valley Police
John Power	The London and Slough Run
Nick Robert	Windsor Homeless Project
Andrea Rose	Department for Work and Pensions
Dr Kamaljeet Samra	Clarence Medical Centre and East Berkshire Out of Hours service
Claudete Sirqueira	LookAhead
Mike Wooldridge	NHS East Berkshire CCG

Homelessness and Rough Sleeping Task & Finish Group

TASK AND FINISH GROUP

Members

Cllr Zaffar Ajaib (Chair)

Cllr Christine Hulme

Cllr Harjinder Minhas

Cllr Waqas Sabah

- Meetings ran from October to December
- Spoke to 42 people from 18 different organisations
- Interviewed several different SBC teams and a broad range of partners in the public, voluntary and housing sectors.
- Also had the opportunity to speak to former rough sleeper clients directly to hear their stories.



RECOMMENDED PRIORITIES



**Partnership and
collaboration**



Communications



**Commissioning and
complex needs**



Health and mental health



**Skills and
strengths**



**Localities and
customer service**



Safety



PARTNERSHIPS & COLLABORATION

Findings

- Lack of collaboration or coordination between different organisations.
- Need for shared strategic approach.
- Financial barriers for partners in using SBC premises.
- Opportunity to build on OneSlough

Recommendations

- New strategic partnership group
- Explore opportunities for partners to operate alongside SBC teams, out of locality hubs and other SBC premises.
- Explore the viability of an alternative giving scheme in Slough.





COMMUNICATIONS

Findings

- Can be hard for people to find information on what support is available, and where and how this can be accessed.
- Partner concerns around lack of a named contact at SBC.
- SBC could do more to raise awareness of the good work carried out by SBC teams.

Recommendations

- Action plan to review and enhance communications.
- Updated directory of services, and names SBC contacts for partners.





COMMISSIONING & COMPLEX NEEDS

Findings

- More targeted support is needed for clients with complex needs.
- Particular challenge with the provision of accommodation for those aged 16-17
- Current 'floating service' contract does not incentivise provider to focus on complex cases
- Need for improved collaboration between housing and commissioning teams.

Recommendations

- Task group of housing, benefits and commissioning teams to review the commissioning of accommodation for client groups with complex needs.
- Creative solutions for acquiring accommodation for this group – e.g. compulsory purchase, void stock





HEALTH & MENTAL HEALTH

Findings

- Clients experiencing challenges accessing mental health support, with high waiting times
- Referral processes flagged as an issue.
- Lack of effective collaboration between Community Mental Health Team and housing
- Opportunity to learn from Health Outreach Liaison Team model from West Berks CCG

Recommendations

- Collaboration between the Community Mental Health team and the Housing Team needs to be improved and an action plan established to reduce waiting times and improve referral processes.
- Work with East Berks CCG to explore viability of piloting the HOLT model in Slough





SKILLS & STRENGTHS

Findings

- The group heard about the challenges former rough sleepers can face in rebuilding their lives and accessing work. Most were not ready to enter the labour market.
- Most people the group spoke to had hobbies and interests that they would like to build on, which would help build their confidence and involve them in positive activity

Recommendations

- SBC and partners should consider how a strength-based model for supporting homeless people and rough sleepers might be developed, to help them lead their own recovery, gain confidence and improve their networks.
- There may be chances to work with One Slough to identify volunteering placements for clients or generate opportunities through Social Return on Investment.



#OneSlough



LOCALITIES & CUSTOMER SERVICES

Findings

- Partners have concerns around the closure of Landmark Place.
- Opening hours / out of hours services need to be designed with chaotic lives in mind
- Too early to judge impact of new localities model, but important that staff are able to recognise those in need of support and guide them to appropriate action.

Recommendations

- Once the new localities strategy has had an opportunity to bed in, SBC should evaluate how effective it has been in:
 - enabling homeless residents and rough sleepers to access support
 - helping customer services staff rapidly identify those at risk of homelessness and guide them to necessary support or action





SAFETY

Findings

- Recent assault of a young female rough sleeper.
- Partner concerns regarding potentially-vulnerable single women were not provided with same-day accommodation by the council.

Recommendations

- Review the recent incident of violence against a female rough sleeper and consider whether further action, either by SBC or by partners, can be taken in future to protect vulnerable rough sleepers.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 15th March 2021

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 12th February 2021

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 MARCH 2021 TO 31 MAY 2021

Date of Publication: 12th February 2021

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 - 15th March 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Slough Children's Services Trust Transition</u></p> <p>To consider a report and take all necessary decisions on the proposed new model for Slough Children's Services Trust.</p>	C&S	All	All	Eleni Ioannides, Interim Executive Director for Children	-	None		Yes, p3 LGA
<p><u>Performance & Projects Report - Quarter 3 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	O&S	None		
<p><u>Towards a Revised Youth Offer</u></p> <p>To receive an update on the work underway to revise Slough's youth offer to provide support and advice to young people in the borough.</p>	C&S	All	All	David Hounsell, Strategic Insight Manager	-	None	√	
<p><u>Discretionary Housing Payments Policy</u></p> <p>To consider the Council's Discretionary Housing Payment Policy for the forthcoming year, if any substantive changes to the current policy are required.</p>	H&C	All	Housing	Neil Wilcox, Executive Director of Corporate Services (Section 151 Officer) Tel: 01753 875358	-	None	√	

Portfolio Key – R&S = Regeneration and Strategy, G&C = Governance & Customer Services, T&E = Sustainable Transport & Environmental Services, C&S = Children & Schools, P&R = Planning & Regulation, H&C = Housing & Community Safety, H & S = Health and Wellbeing, I&S = Inclusive Growth & Skills

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>Covid-19 Decisions Update</u> <i>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.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		
<u>Contracts in Excess of £180,000 in 2020/21</u> <i>If required, to consider any further requests to approve the commencement of tendering for any contracts in excess of £180,000 in 2020/21.</i>	G&C	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	
<u>References from Overview & Scrutiny Committee</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.</i>	G&C	All	All	Thomas Overend, Policy Insight Manager	-	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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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

Cabinet - 12th April 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>SUR Partnership Business Plan</u></p> <p>To approve the Slough Urban Renewal Partnership Business Plan for 2021/22.</p>	R&S	All	All	Stephen Gibson, Executive Director of Place Tel: 01753 875852	-	None		
<p><u>CIF Annual Report & 2021/22 Cabinet Allocations</u></p> <p>To receive an update on the outturn of the Community Investment Fund 2020/21 and consider any proposals for the Cabinet allocation for 2021/22.</p>	G&C	All	All	Finbar McSweeney, Corporate Complaints Manager Tel: 01753 875244	-	None		
<p><u>Equalities Update including Gender Pay Gap Report</u></p> <p>To receive the annual equalities report and information on the Council's Gender Pay Gap for 2020/21.</p>	I&S	All	All	Christine Ford, Equality and Diversity Manager Tel: 01753 875069	-	None	√	
<p><u>Follow Up to Food Poverty Task & Finish Group Recommendations</u></p> <p>Further to the Cabinet decision of 12th October 2021, to receive a follow up report on the recommendations of the NCS Scrutiny Panel's Food Poverty Task & Finish Group.</p>	G&C	All	All	Richard West, Executive Director of Customer & Community	-	Rec of O&S - Food Poverty, 12/10/2020 Cabinet	√	

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<u>Contracts in Excess of £180k</u> <i>To approve the commencement of tendering for contracts in excess of £180,000 in 2021/22 and to note any exemptions to competitive tendering.</i>	G&C	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		
<u>Covid-19 Decisions Update</u> <i>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.</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	Thomas Overend, Policy Insight Manager	-			
<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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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report