

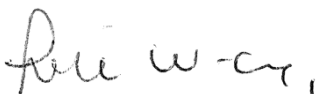
Date of despatch: Monday, 16 November 2020

To the Members of Slough Borough Council

Dear Councillor,

You are summoned to attend a Meeting of the Council of this Borough which will be held as a Virtual Meeting on **Tuesday, 24th November, 2020 at 7.00 pm,** when the business in the Agenda below is proposed to be transacted.

Yours faithfully



JOSIE WRAGG
Chief Executive

PRAYERS

AGENDA

Apologies for Absence

	<u>PAGE</u>
1. Declarations of Interest	-
<i>All Members who believe they have a Disclosable Pecuniary or other 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. To approve as a correct record the Minutes of the Council held on 24th September 2020.	1 - 8
3. To receive the Mayor's Communications.	-

Public Questions

4. Questions from Electors under Procedure Rule 9.	-
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Recommendations of Cabinet and Committees

[Notification of Amendments required by 10am on Monday 23 November 2020]

- | | | |
|----|---|-------------------|
| 5. | Recommendations of the Cabinet from its meetings held on 12th October 2020 and 16th November 2002. | |
| | <ul style="list-style-type: none">• Carbon Management Plan 2020-2030• SBC COVID-19 Recovery and Skills | 9 - 58
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Officer Reports

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| 6. | Review of Members Allowance Scheme -
Recommendations of the Independent Remuneration Panel. | 83 - 110 |
| 7. | COVID-19 Decisions Update. | 111 - 124 |

Motions

- | | | |
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| 8. | To consider Motions submitted under procedure Rule 14. | 125 - 126 |
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Member Questions

- | | | |
|-----|---|---|
| 9. | To note Questions from Members under Procedure Rule 10. | - |
| 10. | Exclusion of the Press and Public | - |

It is recommended that the press and public be excluded from the remainder of the meeting as the item to be considered contains exempt information relating to individuals as defined in Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972 (as amended).

Part II

- | | | |
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| 11. | Part II Minutes - Council, 24th September 2020 | 127 - 128 |
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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://www.slough.gov.uk/moderngov/mgCalendarMonthView.aspx?GL=1&bcr=1>

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

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



MINUTES OF COUNCIL PROCEEDINGS

At a Meeting of the Council for the Borough of Slough held at the Virtual Meeting on Thursday, 24th September, 2020 at 7.00 pm

Present:- The Worshipful the Mayor (Councillor Brooker), in the chair; Councillors Ajaib, Akram, Ali, Anderson, Bains, Bedi, Begum, Carter, Chaudhry, A Cheema, H Cheema, Dar, Davis, Dhaliwal, Gahir, Hulme, Kelly, Mann, Matloob, Minhas, Mohammad, Nazir, Pantelic, D Parmar, S Parmar, Plenty, Qaseem, Sabah, A Sandhu, R Sandhu, Sharif, Smith, Strutton, Swindlehurst and Wright

Apologies for Absence:- Councillors Basra, N Holledge and Sarfraz

26. Declarations of Interest

Agenda item 12 (Minute 38 refers) - Motion on Extension of Moratorium on Evictions beyond September:- Councillors Ajaib, Akram, Bains, A.Cheema, Gahir, Matloob, Mohammad, Nazir, D.Parmar, A.Sandhu, R.Sandhu, Sharif and Strutton declared that they were landlords and would not participate or vote on this agenda item.

Agenda item 12 (Minute 38 refers) Motion on Extension of Moratorium on Evictions beyond September - Councillor Sabah declared that due to his employment he would not participate or vote on this item.

27. To approve as a correct record the Minutes of the Council held on 21st July 2020

Resolved - That the minutes of the meeting of the Council meeting held on 21st July 2020 be approved as a correct record.

28. To receive the Mayor's Communications.

Members were informed that over the last couple of months certificates commending the work carried out by community groups who had been volunteering during lockdown as part of #OneSlough had been presented and that these presentations would be continuing throughout September and early October keeping to the new Government guidance.

It was noted that the Covid-19 testing centre located at the car park of the former Montem Leisure Centre was not currently accepting drop in's by car and tests would only be carried out by appointments only.

29. Questions from Electors under Procedure Rule 9.

Six elector questions had been received. Three questioners were present and asked a supplementary question. A copy of the replies would be sent to all electors.

30. Petition - Abolish the Bath Road Bus Lane

The Mayor invited Mr Graham Berridge, the petition organiser to address the meeting, following which

It was moved by Councillor Swindlehurst,
Seconded by Councillor Anderson,

“That in accordance with procedure rule 27.1, Rule 11.1 on rules of debate regarding petitions be suspended insofar as is necessary to enable the Lead Member for Sustainable Transport and Environmental Services to deliver a presentation and 30 minutes allocated for the subsequent debate.”

The recommendation was put to the vote and carried unanimously.

Following completion of the presentation and subsequent debate,

It was moved by Councillor Anderson,
Seconded by Councillor Swindlehurst,

“That to a jointly chaired meeting of the Overview and Scrutiny Committee and Neighbourhood and Community Services Panel be convened to allow the Lead Member for Sustainable Transport and Environmental Services and Officers to deliver a further presentation and allow Members the opportunity to debate the issue further before making recommendations.”

A prior request having been made for the record of the voting:

There voted for the recommendation:

Councillors Ajaib, Akram, Ali, Anderson, Bains, Bedi, Begum, Carter, Chaudhry, A.Cheema, H.Cheema, Davis, Dhaliwal, Hulme, Mann, Matloob, Minhas, Mohammad, Nazir, Pantelic, D.Parmar, S.Parmar, Plenty, Qaseem, Sabah, A.Sandhu, R.Sandhu, Sharif and Swindlehurst..... 29

There voted against the recommendation:

Councillors Smith, Strutton and Wright..... 3

There abstained from voting on the recommendation:

Councillors Dar, Gahir, Kelly and The Worshipful the Mayor, Councillor Brooker..... 4

Resolved - That a jointly chaired meeting of the Overview and Scrutiny Committee and Neighbourhood and Community Services Panel be convened to allow the Lead Member for Transport and Environmental Services and Officers to deliver a further presentation and allow Members the opportunity to debate the issue further before making recommendations.

31. Working Group Establishment and Update

It was moved by Councillor Swindlehurst,
Seconded by Councillor Akram.

- (a) "That an Electoral Cycle and Parliamentary Boundary Working Group be established as set out in paragraphs 5.1 to 5.8 of the report.
- (b) That the Working Group be composed of nine Members in line with political proportionality - Councillors Akram, Dar, Carter, Hulme, Minhas, Mohammad, D.Parmar, Smith and Swindlehurst.
- (c) That the work of the Joint Cabinet-Scrutiny COVID Working Group and the Member Development Task & Finish Group be noted."

The recommendations were put to the vote and agreed unanimously.

Resolved -

- (a) That an Electoral Cycle and Parliamentary Boundary Working Group be established as set out in paragraphs 5.1 to 5.8 of the report.
- (b) That the Working Group be composed of nine Members in line with political proportionality - Councillors Akram, Dar, Carter, Hulme, Minhas, Mohammad, D.Parmar, Smith and Swindlehurst
- (c) That the work of the Joint Cabinet-Scrutiny Covid Working Group and the Member Development Task & Finish Group be noted.

32. Change of Terms of Reference of The Trustee Committee to include Stabmonk Park Chalvey Millenium Green

It was moved by Councillor S Parmar,
Seconded by Councillor Swindlehurst,

"That the amendments to the terms of reference of the Trustee Committee, as appended to the report, be agreed."

The recommendation was put to the vote and agreed unanimously.

Resolved - That the amendments to the terms of reference of the Trustee Committee, as appended to the report, be agreed.

33. Appointments to Committees, Panels, Outside Bodies and the Independent School Admission Appeals Panel

It was moved by Councillor Swindlehurst,
Seconded by Councillor Akram,

"(a) That the following be appointed to the Independent School Admissions Panel

Council - 24.09.20

- Mr Kaye-Taylor as an Education Member.
- Mr Krishnamurthy as an Education Member.
- Mr Sheik as a Lay Member.

(b) That Members be appointed to Committees/Panels/Outside Bodies as set out in Appendix A to the report.

The recommendations were put to the vote and agreed unanimously.

Resolved –

(a) That the following be appointed to the Independent School Admissions Panel

- Mr Kaye-Taylor as an Education Member.
- Mr Krishnamurthy as an Education Member.
- Mr Sheik as a Lay Member.

(b) That Members be appointed to Committees/Panels/Outside Bodies as set out in Appendix A to the report.

34. Dispensation Under Section 85 of the Local Government Act 1972

It was moved by Councillor Swindlehurst,
Seconded by Councillor Akram,

“That failure by Councillor Sunyia Sarfraz to attend any meetings of the Council during the period that she is exercising her rights under the Council’s Parental Leave Policy adopted by the Council on 16 May 2019 be approved as a reason for such failure for the purposes of Section 85 of the Local Government Act 1972.”

The recommendation was put to the vote and agreed unanimously.

Resolved - That failure by Councillor Sunyia Sarfraz to attend any meetings of the Council during the period that she is exercising her rights under the Council’s Parental Leave Policy adopted by the Council on 16 May 2019 be approved as a reason for such failure for the purposes of Section 85 of the Local Government Act 1972.

35. COVID-19 Decisions Update

It was moved by Councillor Swindlehurst,
Seconded by Councillor Akram,

“That the report be noted and the significant decisions taken by officers since the previous meeting, as set out in the Appendices 1 and 2, be ratified.”

The recommendation was put to the vote and agreed unanimously.

Council - 24.09.20

Resolved - That the report be noted and the significant decisions taken by officers since the previous meeting, as set out in the Appendices 1 and 2, be ratified.

36. Recommendation of the Cabinet from its meeting held on 14th September 2020

It was moved by Councillor Mann,
Seconded by Councillor Swindlehurst,

“That the Statutory Service Plan in relation to the Food Safety, as at Appendix A to the report, be endorsed.”

The recommendation was put to the vote and agreed unanimously.

Resolved – That the Statutory Service Plan in relation to the Food Safety, as at Appendix A to the report, be endorsed.

37. Recommendation of the Member Panel on the Constitution from its meeting held on 15th September 2020

It was moved by Councillor Akram,
Seconded by Councillor Swindlehurst,

- (a) “That the proposed revisions to the SACRE Terms of Reference, as set out in Appendix A of this report be approved.
- (b) That the SACRE membership 2020/21, as set out in Appendix D of this report be approved.”

The recommendations were put to the vote and agreed unanimously.

Resolved –

- (a) That the proposed revisions to the SACRE Terms of Reference, as set out in Appendix A of the report be approved.
- (b) That the SACRE membership 2020/21, as set out in Appendix D of the report be approved.

(Prior to consideration of the next agenda item, Councillors Ajaib, Akram, Bains, A.Cheema, Gahir, Matloob, Mohammad, Nazir, D.Parmar, A.Sandhu, R.Sandhu, Sabah, Sharif and Strutton left the meeting)

38. To consider Motions submitted under Procedure Rule 14.

The meeting signified its consent, in accordance with Council Procedure Rule 15 to allow the motion to be proposed and seconded by Members other than those who had submitted the motion.

It was moved by Councillor Hulme,
Seconded by Councillor Mann,

Council - 24.09.20

“Council notes evidence from Shelter that lifting the moratorium on evictions is likely to unleash an avalanche of homelessness setting back recent progress toward the Council’s goal of ending rough sleeping in Slough.

Council therefore resolves to write to the Secretary of State for Housing, Communities & Local Government requesting

- the moratorium on evictions be extended beyond September, allowing for consideration of additional reforms to prevent people losing their homes
- the benefit cap be lifted by the same amount that Local Housing Allowances have increased
- the government delivers on its commitment made some time ago to abolish section 21.”

A prior request having been made for the record of the voting:

There voted for the motion:

Councillors Ali, Anderson, Bedi, Begum, Carter, Chaudhry, H.Cheema, Dar, Davis, Dhaliwal, Hulme, Mann, Minhas, Pantelic, S.Parmar, Plenty, Qaseem and Swindlehurst..... 18

There voted against the motion:

Councillors Kelly, Smith and Wright..... 3

There abstained from voting on the motion:

The Worshipful the Mayor, Councillor Brooker 1

Resolved -

Council notes evidence from Shelter that lifting the moratorium on evictions is likely to unleash an avalanche of homelessness setting back recent progress toward the Council’s goal of ending rough sleeping in Slough.

Council to write to the Secretary of State for Housing, Communities & Local Government requesting:

- the moratorium on evictions be extended beyond September, allowing for consideration of additional reforms to prevent people losing their homes
- the benefit cap be lifted by the same amount that Local Housing Allowances have increased
- the government delivers on its commitment made some time ago to abolish section 21.

39. To note Questions from Members under Procedure Rule 10

Two member questions and replies were noted for information.

40. Exclusion of the Press and Public

Resolved - That the press and public be excluded from the remainder of the meeting as the item to be considered contains exempt information relating to individuals as defined in Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972 (as amended).

41. Our Futures Programme - Approval of Recruitment and Severance Packages

Below is a summary of the matter considered in Part II of the meeting.

The recruitment and severance packages for the Our Futures Programme, as set out in the appendices to the report, were approved.

Chair

(Note: The Meeting opened at 7.00 pm and closed at 9.50 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Council **DATE:** 24th November 2020

CONTACT OFFICER: Nick Pontone, Senior Democratic Services Officer
(For All Enquiries) 07799 465964

WARD(S): All

**PART I
FOR DECISION****RECOMMENDATIONS OF THE CABINET FROM ITS MEETINGS HELD ON 12TH
OCTOBER 2020 AND 16TH NOVEMBER 2020****A) CARBON MANAGEMENT PLAN 2020-2030****1 Purpose of Report**

To consider the recommendation of the Cabinet made on 12th October 2020 to approve the updated Carbon Management Plan 2020-2030 to replace the expiring Carbon Management Plan 2015-2020.

2 Recommendation(s)/Proposed Action

That the Carbon Management Plan 2020-2030 be approved.

3. The Five Year Plan

The CMP 2020-2030 contributes to the following objectives in the Five Year Plan:

Outcome 1- Slough children will grow up to be happy, healthy and successful: The outcomes of the CMP will lead to a reduction in the number of combustion vehicles the Council operate. This will improve local air quality and contribute to the Low Emission Strategy 2018-2025.

Outcome 2- Our people will be healthier and manage their own care needs: The outcomes of the CMP will lead to a reduction in the number of combustion vehicles the Council operate. This will improve local air quality and contribute to the Low Emission Strategy 2018-2025.

Outcome 5- Slough will attract, retain and grow businesses and investment to provide opportunities for our residents: The CMP will promote investment in the green economy which will benefit local businesses and present investment opportunities for the council such as Electric Vehicle Charging Stations.

4 Other Implications**(a) Financial**

Financially the Carbon Management Plan 2020-2030 will contribute to projects that either reduce the operating costs of the Council or avoid additional operating costs and where possible produce an income.

Cost avoidance and income generation

The delivery of energy efficiency reduction projects, for example the RE:FIT Programme, will enable a reduction in energy costs from corporate buildings. Income can be generated from technologies that will support decarbonisation such as public Electric Vehicle Charging Stations or electricity generated by Solar PV Panels exported to the National Grid.

Projected utility costs

Over the duration of the Carbon Management Plan 2020-2030 the UK's energy prices are projected to increase (see Table 4). This will increase the Councils energy related operating costs. In 2018/19 the Council's electricity costs came to £1,365,232 and gas costs totalled £555,983 (see Table 5). If an increase in costs are to be avoided, then the Council's energy and fuel consumption must be reduced. A do-nothing approach will therefore continue to add significant revenue cost pressures on the Council budget.

Table 4: BEIS UK energy price central projections between 2020 and 2030

Energy Type	Units	2020	2030	Change
UK Wholesale Electricity Prices	p/kWh	5.3	5.9	+12%
Natural gas	p/therm	48.0	63.0	+31%
Petroleum Premium unleaded	p/litre	123.9	135.4	+9%
Petroleum Super unleaded	p/litre	132.2	143.7	+9%

Table 5: Slough Borough Council's Corporate Energy Spend and projected spend by 2030

Category	2018/19 Corporate Spend (£)	Projected 2030 Corporate Spend (£)
Total Electricity Energy Spend	1,365,232	1,529,060
Total Gas Energy Spend	555,983	728,338
Business Mileage and Fleet Costs	396,270	431,934

There is a conservative potential revenue pressure increase of £372,000 assuming no additional assets are purchased and operated and no change to energy consumption.

Income Energy Savings

The CMP is intended to significantly reduce energy and fuel consumption and hence avoid future costs increased and provide at least a 10% saving against the 2018/19 baseline which is equivalent to £253,000 this is a conservative estimate based on the delivery of existing and new carbon programmes.

Co-benefits

Reducing carbon emissions from transport will support improvements in air quality. This could reduce public health costs within the borough. For further information please refer to the Low Emission Strategy 2018-2025.

Carbon Offsetting and Carbon Insetting

A carbon Offset is a reduction in emissions of carbon dioxide or other GHGs made in order to compensate for ("offset") an emission made elsewhere. There are two

forms of market in which carbon offsets can be purchased; the compliance market and the voluntary market. The compliance market enables companies, governments, or other entities to buy carbon offsets in order to comply with caps on the total GHG emissions they are allowed to emit. The voluntary market enables individuals, companies or governments to purchase offsets to mitigate their own GHG emissions voluntarily. SBC, as a Borough Council is not part of a compliance market so if the Council were to offset any GHG emissions it would be through the voluntary market.

Carbon Insetting is when an organisation invests in emission reduction projects within the organisations supply chain. This enables the organisation to assume greater control of the carbon reduction process and are more likely to directly gain from the project co-benefits such as employee engagement. SBC's Upton Court Park Jubilee Wood forest (see Section 3.4) is an example of Carbon Insetting.

There is a wide range of types of carbon offsetting projects to invest in from forestry to renewable energy. Formal standards exist, recognised by international carbon neutrality standards, that independently verify carbon offsetting projects. Carbon neutrality standards dictate that carbon offsetting is suitable when an organisation's GHG emissions have been reduced as much as possible and that carbon offsetting is an appropriate measure to compensate for the remaining GHG emissions.

The cost of a carbon offset is measured in tonnes of carbon dioxide equivalent (tCO₂e) and depends on a number of variables including the projects type, location, scale and standard. A market assessment published in 2017 identified that the average voluntary carbon offset market price ranged from less than £0.40 tCO₂e to more than £39.60 tCO₂e with an average £2.38 tCO₂e. Using this average total, if SBC were to offset their entire GHG emission footprint of 2018/19, which totalled 10,224 tCO₂e, this would total £24,333 not accounting for any potential economies of scale.

Staff

The Senior Carbon Officer currently oversees the Re-Fit Programme and Fleet Challenge Programme which are capital funded programmes (approximately £3 million). Their salary is paid for by these programmes. The Senior Carbon Officer reports to the EQ Team Manager.

Should there be a requirement for any salaried staff positions to deliver the objectives of the Carbon Management Plan 2020-2030 a business case and justification will be presented to the Environmental Strategic Board

The Existing Budget to deliver the Carbon Management Plan

The current D308 revenue budget is £10,000 per annum to be spent on carbon initiatives. Additional money is spent from the D308 budget on carbon activities using existing funding i.e. salaries.

To achieve the objectives of the new Carbon Management Plan there will be further costs in the future. These will be subject to a business case and are to be funded through savings achieved by the plan, which will be presented to the Star Chamber. However, for the financial years 2020/21 and 2021/22 there will be no additional funding required.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
<p>The Cabinet is requested to recommend that the Carbon Management Plan 2020-2030 is adopted and taken before Full Council for approval</p>	<p>a) Economical /Financial:</p> <p>The CMP includes a draft</p> <p>Low Emission Programme that will seek opportunities for funding</p>	<p>Many SBC CMP commitments are already being delivered within existing budgets and policy changes</p>	<p>4</p>	<p>Current controls for capital growth bids will be adhered to.</p> <p>SBC will pursue all relevant funding opportunities</p>
	<p>b) Political</p>	<p>SBCs Climate Change Motion's first objective is: "<i>Reducing emissions from our estate and operations</i>", which the CMP addresses.</p>	<p>3</p>	<p>Annual reporting to Council and full review every 2 years following implementation</p>
	<p>c) Environment</p>	<p>Annual greenhouse gas audits and reports will be produced to track progress against the environmental objectives.</p>	<p>4</p>	<p>Identify opportunities for additional carbon saving measures – follows business case approach</p>
	<p>d) Legal /Regulatory</p>	<p>SBC are reducing the liability for not complying with the UK Government's Net Zero by 2050 targets</p>	<p>2</p>	<p>None</p>

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(c) Human Rights Act and Other Legal Implications

- i) Legal challenges to governmental policies on carbon management have been made in the European Court of Human Rights, particularly by Dutch environmental pressure groups, relying on provisions in the European Convention on Human Rights which are also given effect to in UK domestic law by the Human Rights Act 1998, particularly the provisions relating to the right to life, private and family rights, and the right to effective remedies. The European Court on Human Rights has consistently rejected that the European Convention on Human Rights confers general rights to environmental protection (Kyrtatos –v- Greece and Fadeyeva –v- Russia). The Dutch Supreme Court has, however, found that the state is responsible for excessive emissions, triggering positive emissions reduction obligations, based on the provisions in the European Convention on Human Rights relating to right to life and privacy and family life. Such a position has not yet been established in the UK, although it has been found that the establishment of a direct “causal nexus” between a “real and immediate threat” to individual rights may trigger a positive obligation on a state to take action (Osman –v- UK).

- ii) The Climate Change Act & Net Zero. The UK Government considers that global warming must be limited to no more than 2°C temperature rise above preindustrial times to avoid dangerous impacts. The UK passed the Climate Change Act 2008 making it the world’s first long term legally binding framework which introduced the target of reducing UK emissions by 80% by 2050, compared to a 1990 baseline. On 27/06/2019, the UK furthered its commitment to decarbonisation by extending the target to Net Zero by 2050 making the UK the first major economy in the world to pass laws to end its contribution to global warming by 2050. An environmental bill is presently passing through Parliament which will develop similar legally binding targets for biodiversity, air quality, water and waste.

Source: UK Passes Net Zero by 2050 law:

<https://www.gov.uk/government/news/uk-becomes-first-major-economy-to-pass-net-zero-emissions-law>

(d) Equalities Impact Assessment

It is not considered that the high level carbon management plan recommended in this report necessitates the completion of an Equalities Impact Assessment but it is recognised that the effects of climate change can have differing effects based on gender, disability, age and to a certain extent on race. More specific policies in this area may, therefore, require such an assessment.

5 **Supporting Information**

5.1

The Carbon Management Plan 2020-2030 (CMP) (final draft) is attached as Appendix 1. All final CMP documents will be uploaded to the SBC CMP webpage once approved.

5.2

On 23/07/2019 Slough Borough Council's full cabinet passed a motion titled 'Climate Change'. The motion stated:

"This Council notes the UK Government and Local Government Association's declaration of a national 'climate emergency', recognises that there is a growing urgency for national and international action to combat climate change, and commits to developing a Climate Change Strategy and Action Plan that will address the causes and consequences of climate change in Slough by tackling 5 key objectives:

- *Reducing emissions from our estate and operations*
- *Reducing energy consumption and emissions by promoting energy efficiency measures, sustainable construction, renewable energy sources, and behaviour change*
- *Reducing emissions from transport by promoting sustainable transport, reducing car travel and traffic congestion, and encouraging behaviour change*
- *Reducing consumption of resources, increasing recycling and reducing waste*
- *Supporting council services, residents and businesses to adapt to the impacts of climate change."*

The objectives of the motion regarding reducing GHG Emissions and energy consumption emphasize the need for the Carbon Management Plan to accomplish these objectives. The Climate Change Strategy and Action Plan that is being prepared in accordance with the Climate Change Motion will support the delivery of these objectives also.

5.3

Slough Borough Council has been developing and introducing interventions aimed at reducing carbon emission across its corporate estate and its fleet since 2008. The revised Carbon Management Plan describes our current emissions levels and looks at how we are going to achieve carbon neutrality by March 2030. It also describes how SBC will become increasingly energy efficient across the whole corporate estate and sets out how the carbon management process will contribute to the Council's revenue reduction targets in line with the Medium Term Financial Strategy.

5.4

Slough Borough Council aspires to have a carbon neutral and energy efficient corporate estate, fleet and workforce. The Council will play a responsible leadership role to ensure that Slough has a sustainable future, to contribute to the United Kingdom's Net Zero target under the Climate Change Act, and to meet with the future economic challenges of local government.

5.5

The CMP continues the work of the previous Carbon Management Plan, and sets out what SBC will do to mitigate the carbon emissions from Council activities and buildings managed, owned and operated by the Council. The previous plan aimed to reduce carbon emissions by 20% against the 2013/14 baseline, and during the course of the plan the

Council was successful in achieving a 32.5% reduction in CO₂e emissions. This was achieved by the reduction in carbon intensity of the National Grid, a reduction in electricity use through the street lighting LED replacement project, more energy efficient schools and a reduction in outsourced transport mileage. This new plan seeks to describe how the Council will reduce carbon emissions, reduce energy demand, avoid significant rising energy and fuel revenue costs and where possible seek to generate revenue savings over the next 10 years.

5.6

The four outcomes of the plan are:

- Outcome 1: A 10% reduction of CO₂e net emissions per annum of all Council operations by 2029/30 relative to 2018/19.
- Outcome 2: A 100% reduction of CO₂e net emissions by 2029/30 against the 2018/19 baseline.
- Outcome 3: A reduction of 10.5 tonnes CO₂e to 0 tonnes per Full Time Equivalent Employee (FTE) by 2029/30.
- Outcome 4: A revenue saving of 10% over lifetime of the plan against 2018/19 baseline operating costs for the Council.

5.7

This Carbon Management Plan 2020-2030 spans from the financial year commencing 01 April 2020 to the financial year ending 31 March 2030.

This plan is concerned with:

1. All Council assets where the Council pays for the energy and water costs such as corporate offices, community centres, community hubs, libraries, Chalvey Waste Depot, Council car parks (including leisure sites) and the crematorium (See Appendix 2 list of Assets Included in the 2018-19 baseline).
2. All community and foundation schools where the Council maintains a degree of oversight and control on expenditure.
3. All transport used for Council operations such as the DSO Fleet, waste management (RCVs) and street sweepers, highway maintenance vehicles, housing maintenance vehicles, building management vehicles, community transport vehicles, community warden vans, Council pool vehicles and staff business mileage.
4. All street assets such as street lighting, street and road signage, street furniture, traffic lights, air quality monitoring stations, electric vehicle infrastructure, parking meters.
5. All waste generated from its corporate buildings including community buildings and hubs.
6. Communal parts of the housing stock, only, such as stairwell lighting and heating.
7. Our Parks, outdoor green spaces and allotments
8. Contractors who provide goods and services to the Council, such as provision of electronic equipment or maintenance services.
9. Any subsidiary or organisations wholly or part owned by Slough Borough Council such as James Elliman Homes Ltd, and Slough Urban Renewal.
10. Any assets that the Council acquires or activities that the Council engages in following the commencement of the Carbon Management Plan 2020-2030 that falls within the criteria stated above or as agreed by the Environmental Strategic Board (see Section 5.1).

5.8

When Greenhouse Gas emissions (GHG) from the Council for 2018/19 are broken down by source (please refer to Table 1 and Figure 1), it is evident that the greatest contribution

comes from energy use in buildings, schools, street assets (signage and street lighting), and transport. It is therefore these four areas we shall focus on, and which have the potential to deliver the greatest carbon savings.

5.9

The CMP provides an overarching, integrated programme, covering initiatives to be delivered by several key Council Departments, including Transport Management, Environmental Quality, Environmental Services Fleet Management and Procurement. The Environmental Quality Team has managed the development of the CMP.

5.10

The CMP has been developed in consultation with all relevant Council Departments.

6 Comments of Other Committees

The Cabinet considered the Plan at its meeting held on 12th October 2020 and agreed to recommend it to Council for approval.

7 Conclusion

The Carbon Management Plan 2020-2030 demonstrates Slough Borough Council's commitment to achieving carbon neutrality as a local authority and eliminating the council's contribution to climate change. It is recommended for adoption and full Council approval.

8 Background Papers

Appendix 1 – Carbon Management Plan 2020-2030

Carbon management plan

April 2020 - March 2030



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1. Executive Summary

1.1 Summary

'what gets measured gets managed'
(Source of the quote: Peter Drucker)

Slough Borough Council ("SBC" or "the Council") has been developing and introducing interventions aimed at reducing carbon emissions across its corporate estate and its fleet since 2008. The revised Carbon Management Plan describes our current emissions levels and looks at how we are going to achieve carbon neutrality by March 2030.

It also describes how SBC will become increasingly energy efficient across the whole corporate estate and sets out how the carbon management process will contribute to the Council's revenue reduction targets in line with the Medium Term Financial Strategy.¹

1.2 Vision

Slough Borough Council aspires to have a carbon neutral and energy efficient corporate estate, fleet and workforce. The Council will play a responsible leadership role to ensure that Slough has a sustainable future, to contribute to the United Kingdom's Net Zero target under the Climate Change Act, and to meet with the future economic challenges of local government.

1.3 Purpose (Outcome)

This document continues the work of the previous Carbon Management Plan (2015-2020) and sets out what SBC will do to mitigate the carbon emissions from Council activities and buildings managed, owned and operated by the Council. The previous plan aimed to reduce carbon emissions by 20% against the 2013/14 baseline, and during the course of the plan the Council was successful in achieving a 32.5% reduction in CO₂e emissions.²

This was achieved by the reduction in carbon intensity of the National Grid, a reduction in electricity use through the street lighting LED replacement project, more energy efficient schools and a reduction in outsourced transport mileage.

This new plan seeks to describe how the Council will reduce carbon emissions, reduce energy demand, avoid significant rising energy and fuel revenue costs and where possible, seek to generate revenue savings over the next 10 years.

The four outcomes of the plan are:

Outcome 1: A 10% reduction of CO₂e net emissions per annum of all Council operations by 2029/30, relative to 2018/19.

Outcome 2: A 100% reduction of CO₂e net emissions by 2029/30 against the 2018/19 baseline.

Outcome 3: A reduction of 10.5 tonnes CO₂e to 0 tonnes per Full Time Equivalent Employee (FTE) by 2029/30.

Outcome 4: A revenue saving of 10% over lifetime of the plan against 2018/19 baseline operating costs for the Council; please refer to Appendix 1.

1.4 Scope of plan

This Carbon Management Plan 2020-2030 spans from the financial year commencing 01 April 2020 to the financial year ending 31 March 2030.

This plan is concerned with:

- 1) All Council assets where the Council pays for the energy and water costs such as corporate offices, community centres, community hubs, libraries, Chalvey Waste Depot, Council car parks (including leisure sites) and the crematorium (See Appendix 2 list of Assets Included in the 2018-19 baseline).

¹ Slough Borough Council, Budget Council Meeting: <http://www.slough.gov.uk/moderngov/ieListDocuments.aspx?CId=168&MId=6401>

² CO₂e represents Carbon Dioxide Equivalent and is a measure representing greenhouse gases as the functionally equivalent amount or concentration of carbon dioxide. Sometimes is expressed as tCO₂e where the 't' represents tonnes.

- 2) All community and foundation schools where the Council maintains a degree of oversight and control on expenditure.
- 3) All transport used for Council operations such as the Direct Services Operation (DSO) Fleet, waste management (RCVs) and street sweepers, highway maintenance vehicles, housing maintenance vehicles, building management vehicles, community transport vehicles, community warden vans, Council pool vehicles and staff business mileage.
- 4) All street assets such as street lighting, street and road signage, street furniture, traffic lights, air quality monitoring stations, electric vehicle infrastructure, parking meters.
- 5) All waste generated from its corporate buildings, including community buildings and hubs.
- 6) Communal parts of the housing stock only such as stairwell lighting and heating.
- 7) Council parks, outdoor green spaces and allotments
- 8) Contractors who provide goods and services to the Council, such as provision of electronic equipment or maintenance services.
- 9) Any subsidiary or organisations wholly or part owned by Slough Borough Council, such as James Elliman Homes Ltd, and Slough Urban Renewal.
- 10) Any assets that the Council acquires or activities that the Council engages in following the commencement of the Carbon Management Plan 2020-2030 that falls within the criteria stated above or as agreed by the Environmental Strategic Board (see Section 5.1).

The plan will also monitor or work with, where possible, Council owned sites that are not operated by the Council including Private Financial Initiatives (PFI) schools, leisure facilities, hotels and retail space. These activities would not fall within scope of Greenhouse Gas (GHG) emission reduction targets as the Council does not operate these sites.

1.5 Slough Borough Council Carbon Emissions

When GHG emissions from the Council for 2018/19 are broken down by source (please refer to Table 1 and Figure 1), it is evident that the greatest contribution comes from energy use in buildings, schools, street assets (signage and street lighting), and transport. It is therefore these four areas we shall focus on, which have the potential to deliver the greatest carbon savings.

Table 1: Slough Borough Council carbon footprint by GHG emissions source 2018/19

Scope	Greenhouse Gas Emission (GHG) Source	GHG Emissions	
		tCO ₂ e	%
Scope 1 ³	Gas consumption	2786.2	27.3
Scope 1	Owned transport	1159.3	11.3
Scope 2 ⁴	Purchased electricity	3983.8	39.0
Scope 3 ⁵	Waste	17.2	0.2
Scope 3	Transport	841.7	8.2
Scope 3	Purchased goods and services	87.4	0.9
Scope 3	Water supply	69.4	0.7
Scope 3	Electricity and gas supply chain	1279.2	12.5
Total		10,224	100.0

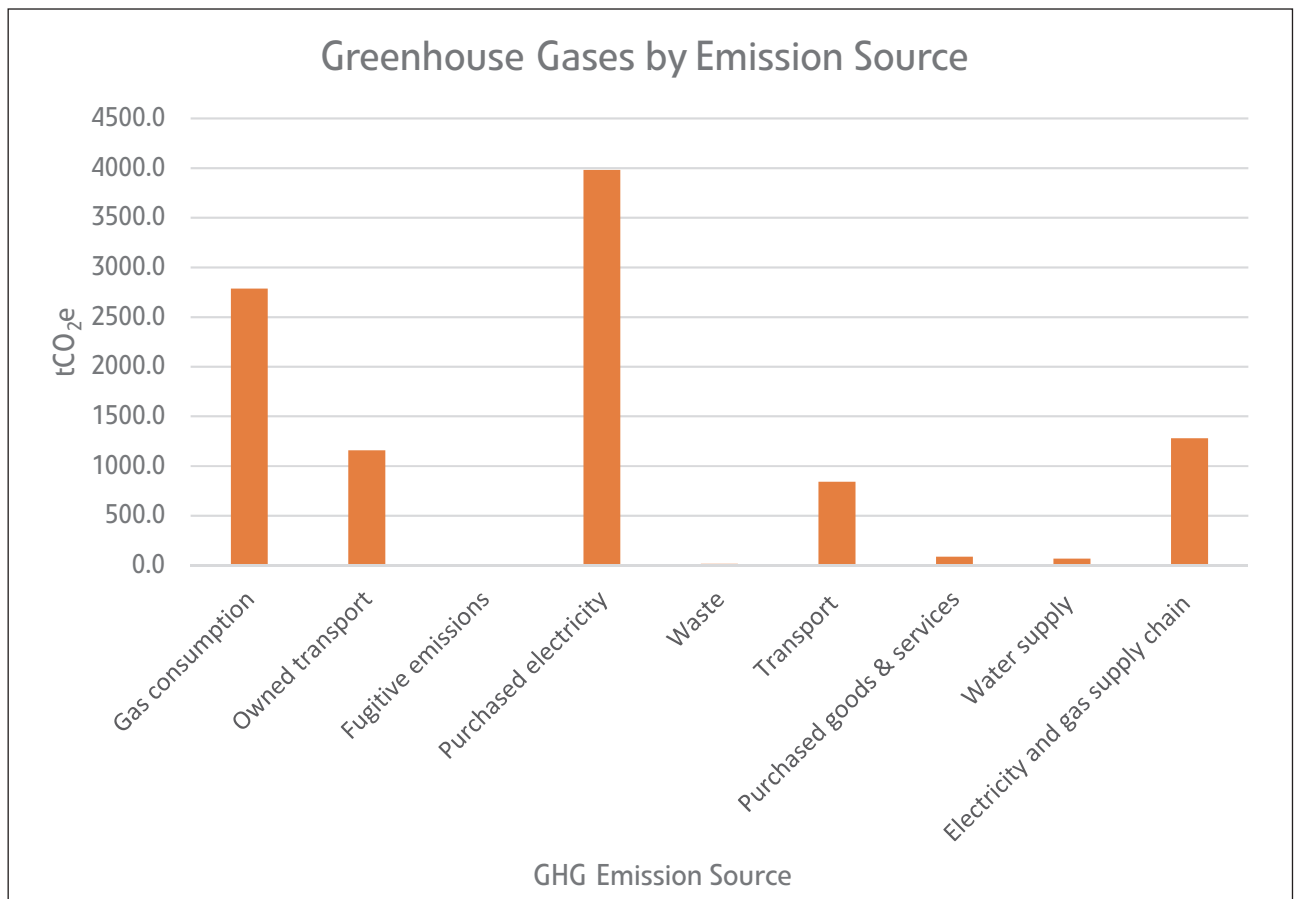


Figure 1: April 2018–March 2019 Carbon Footprint by Emission Source

³Scope 1 GHG emissions are defined as direct emissions from combustion of fuels

⁴Scope 2 GHG emissions are defined as indirect emissions from using energy e.g. electricity

⁵Scope 3 GHG emissions are defined as other indirect emissions e.g. business mileage

2. Introduction

2.1 Context

There is clear evidence to show that climate change is happening. Measurements show that the average temperature at the Earth's surface has risen by about 1°C since the pre-industrial period. Seventeen of the 18 warmest years on record have occurred in the 21st century and each of the last three decades have been hotter than the previous one. This change in temperature has not been the same everywhere; the increase has been greater over land than over the oceans and has been particularly fast in the Arctic.

The UK is already affected by rising temperatures. The most recent decade (2008-2017) has been on average 0.8°C warmer than the 1961-1990 average. All ten of the warmest years in the UK have occurred since 1990 with the nine warmest occurring since 2002.

Although it is clear that the climate is warming in the long-term, it should be noted that temperatures are not expected to rise every single year. Natural fluctuations will still cause unusually cold years and seasons but these events will become less likely.

Along with warming at the Earth's surface, many other changes in the climate are occurring:

- warming oceans
- melting polar ice and glaciers
- rising sea levels
- more extreme weather events

Source: Climate Change Explained DECC website
<https://www.gov.uk/guidance/climate-change-explained#climate-change-now>

2.2 Causes of Climate Change

Rising levels of carbon dioxide and other greenhouse gases, such as methane, in the atmosphere create a 'greenhouse effect', trapping the Sun's energy and causing the Earth, and in particular the oceans, to warm. Heating of the oceans accounts for over nine-tenths of the trapped energy. Scientists have known about this greenhouse effect since the 19th Century.

The higher the amounts of greenhouse gases in the atmosphere, the warmer the Earth becomes. Recent climate change is happening largely as a result of this warming, with smaller contributions from natural influences like variations in the Sun's output.

Carbon dioxide levels have increased by about 45% since before the industrial revolution. Other greenhouse gases have increased by similarly large amounts. All the evidence shows that this increase in greenhouse gases is almost entirely due to human activity. The increase is mainly caused by:

- burning of fossil fuels for energy
- agriculture and deforestation
- the manufacture of cement, chemicals and metals

About 43% of the carbon dioxide produced goes into the atmosphere, and the rest is absorbed by plants and the oceans. Deforestation reduces the number of trees sequestering carbon dioxide and releases the carbon contained in those trees back into the atmosphere.

Rising levels of carbon dioxide and other gases, such as methane and nitrous oxides, in the atmosphere create a 'greenhouse effect', trapping the Sun's energy and causing the Earth, and in particular the oceans, to warm.

Source: Climate Change Explained DECC website
<https://www.gov.uk/guidance/climate-change-explained#climate-change-now>

2.3 The Impacts of Climate Change

We can already see the impacts of climate change and these will become more severe and widespread as global temperatures rise. How great the impacts will become depends upon our success in reducing greenhouse gas emissions.

2.3.1 The effects of rising temperatures on the UK

Even if global temperature increases are limited to 2°C or less, there are projected to be impacts for the UK. Temperatures over land would be expected to increase by more than the 2°C global average. In a 2°C world in the UK there could be a 30% decrease in river flows during 'dry' periods, a 5-20% increase in river flows during 'wet' periods, and between 700 and 1,000 more heat-related deaths per year in South-East England compared to today.

In a 4°C world in the UK impacts become increasingly severe and may not be avoidable through adaptation. For example, damages caused by river, coastal and surface water flooding all increase markedly with 4°C of warming. Residual flood risks remain high under all adaptation scenarios considered, suggesting limits in the amount of risk that can be avoided through investment in flood defences and other responses. Potentially irreversible impacts to the natural environment are projected with 4°C of warming, including risks to species in protected areas and internationally important UK bird populations. Extreme weather events in the UK are also likely to increase with rising temperatures, causing:

- heavier rainfall events - with increased risk of flooding;
- higher sea levels - with larger storm waves putting a strain on the UK's coastal defences;
- more and longer-lasting heat waves.

2.3.2 The effect of warming on rainfall patterns and water supplies

Changing rainfall patterns will affect water supplies. Too much rainfall in a short amount of time in some areas and not enough in other areas will contribute to both flood and drought conditions. We are already seeing increasing numbers of heavy rainfall events, and expect this increase to continue, with greater risk of river and flash flooding.

Mountain glaciers are expected to continue melting which, along with reduced snow cover, will put stress on communities that rely on these as sources of water.

2.3.3 Changes in the oceans

Increasing temperatures and acidification of the oceans are threatening marine ecosystems around the world. Coral reefs, in particular will be at major risk if ocean temperatures keep increasing.

Sea levels will keep rising as the polar ice sheets and glaciers melt and the warming oceans expand. Even small increases of tens of centimetres could put thousands of lives and settlements at risk from coastal flooding during stormy weather.

Coastal cities with dense populations are particularly vulnerable, especially those can't afford flood protection.

2.3.4 The impact of warming on food production

Increased temperatures, changes to rainfall patterns, and an increased risk of extreme weather events will all negatively affect the production of major food crops such as wheat, rice and maize. In tropical and temperate regions, climate change without adaptation will have a negative impact on these crops for local temperature increases of 2°C or more, although some individual locations may benefit. Overall, we expect that warming will cause more negative effects than positive ones on crop production. At higher levels of warming this will cause a growing gap between food demand and supply.

Because trade networks are increasingly global, the effects of extreme weather events in one part of the world will affect food supply in another. For example, floods or droughts that damage crops in Eastern Europe or the US can directly affect the cost and availability of food in the UK.

2.3.5 The impact on ecosystems

Rapid, large changes in global temperatures (4°C or more above the pre-industrial temperature by the end of this century) and changes in rainfall patterns will increase the vulnerability of many species to climate change and may lead to the extinction of entire species. Even with smaller amounts of warming many species will be placed at greater risk. The animals and plants most at risk will be those:

- have no new habitats to move to;
- can't move quickly to new habitats;
- are already under threat from other factors, such as overharvesting or habitat loss and degradation because of human activity.

Extinctions and changes in the number of species in a population will have an enormous impact on food chains. Most ecosystems would struggle to function as they currently do under large changes in climate that happen rapidly within a century or so.

2.3.6 The impact on human health

Climate change is expected to make some existing health problems worse as temperatures increase. Malnutrition could become more widespread as crop yields are affected by increased drought conditions in some regions, leading to reduced food production. Warmer temperatures could increase the range over which disease-carrying insects are able to survive and thrive. Vulnerable people will be at risk of increased heat exposure and the number of deaths due to temperature extremes is expected to increase in the future, although in the long term there will likely be fewer health problems related to cold temperatures.

The amount of people at significant risk from flooding is expected to increase in the future and some studies have shown that there is likely to be an increase in disease relating to worsening air pollution. The populations likely to be most affected by the health impacts of climate change are those that are already hardest hit by climate change, particularly in developing countries.

2.3.7 Poverty

People with low income in both developed and developing countries will be most vulnerable to the impacts of climate change. Decreasing food production, an increase in health issues associated with climate change and more extreme weather will slow economic growth, making it increasingly difficult to reduce poverty.

2.3.8 The impact of extreme weather events globally

Growing populations and increasingly expensive infrastructure are making our societies more vulnerable to extreme weather events. Heat waves and droughts are expected to become more common and more intense over the coming century, and more frequent heavy rainfall events and rising sea levels will increase the risk of floods.

While not all extreme weather events can be directly linked to human influences, we are already seeing the huge impacts on society that extreme weather events can have. The World Meteorological Organization (WMO) reported that between 2001 and 2010 extreme weather events caused:

- more than 370,000 deaths worldwide (including a large increase in heatwave deaths from 6,000 to 136,000) - 20% higher than the previous decade;
- an estimated US \$660 billion of economic damage - 54% higher than in the previous decade.

Research has shown that the record global average temperature and the extreme heatwave in Asia during 2016 would not have happened without warming due to human activity. Human-caused climate change also influenced other events in 2016, including extreme heat in the Arctic, the duration of coral bleaching in the Great Barrier Reef, the increased the risk of wildfires in the western US, extreme rainfall in China and drought conditions in South Africa that led to food shortages.

2.3.9 Possible abrupt changes in our climate

Most discussions of climate change look at what is most likely to happen, such as the likely temperature changes if we do, or don't, take action to reduce greenhouse gas emissions.

However, scientists have identified the possibility that with sustained high temperatures major elements of the Earth's climate could be drastically altered. These 'tipping points' in our climate are less likely, but potentially much more dangerous.

While known impacts from small temperature rises could be managed (although this will become increasingly expensive as temperatures increase), passing a tipping point could cause large or abrupt changes, some of which may be effectively irreversible.

For example:

- Arctic permafrost could thaw rapidly, releasing greenhouse gases that are currently 'locked away' and causing further rapid warming;
- the great sheet of ice covering Greenland, which contains enough ice to cause up to 7 metres of sea level rise, could melt almost entirely. While this would take a long time to happen, it is possible that the ice sheet would not be able to regrow after a certain amount of melting occurs.

While such events are considered unlikely, they can't be ruled out, even under relatively low temperature rises of less than 2°C above the pre-industrial temperature. All indications are that, should we pass one of these tipping points, there would be a range of extremely severe and potentially irreversible impacts.

Source: Climate Change Explained DECC website

<https://www.gov.uk/guidance/climate-change-explained#climate-change-now>

2.4 National Policy Drivers

2.4.1 The Climate Change Act and Net Zero

The UK Government considers that global warming must be limited to no more than a 2°C temperature rise above preindustrial times to avoid dangerous impacts.

The UK passed the Climate Change Act 2008 making it the world's first long term legally binding framework, which introduced the target of reducing UK emissions by 80% by 2050, compared to a 1990 baseline.

On 27 June 2019, the UK furthered its commitment to decarbonisation by extending the target to Net Zero making the UK the first major economy in the world to pass laws to end its contribution to global warming by 2050.⁶

Net Zero is widely considered a synonym for Carbon Neutrality, which is defined by the World Resources Institute as "*annual zero net anthropogenic (human caused or influenced) CO₂ emissions by a certain date*".⁷

2.4.2 Paris Agreement

The Paris Agreement sets out a global framework to avoid dangerous climate change by limiting global warming to well below 2°C and pursuing efforts to limit it to 1.5°C. It also aims to strengthen countries' ability to deal with the impacts of climate change and support them in their efforts.

⁶UK Passes Net Zero by 2050 law: <https://www.gov.uk/government/news/uk-becomes-first-major-economy-to-pass-net-zero-emissions-law>

⁷WRI, Glossary of terms: <https://www.wri.org/blog/2015/12/cop21-glossary-terms-guiding-long-term-emissions-reduction-goal>

The Paris Agreement is the first-ever universal, legally binding global climate change agreement, adopted at the Paris climate conference (COP21) in December 2015. The UK is among the 197 Parties to the Paris Convention.

2.4.3 Climate Emergency Declarations

On 1st May 2019, the UK Parliament declared a Climate Emergency. Declaring a Climate Emergency is an acknowledgment of the risks posed to humanity by climate change and the urgent need for action to prevent human caused climate change.

The movement has emerged since October 2018 following the publication of a landmark Intergovernmental Panel on Climate Change report on the impacts of global warming of 1.5°C above pre-industrial levels.⁸

Originated in Australia, the movement spread to the UK in November 2018 when Bristol City Council became the first UK local authority to declare a Climate Emergency. Since then, over half of the UK's principal authorities have declared Climate Emergencies and set targets to become carbon neutral.

2.4.4 Department for Business, Energy and Industrial Strategy

Local authorities in England have been requested by Government to measure and report their GHG emissions from their own estate and operations. As a result SBC is required to calculate its Carbon Emissions on an annual basis and submit this to BEIS in accordance with government advice.⁹

2.4.5 The CRC Energy Efficiency Scheme

The CRC Energy Efficiency Scheme (formerly known as the 'Carbon Reduction Commitment') covers large, non-energy-intensive organisations such as local authorities.

It is the UK government's major driver to improve energy efficiency and cut carbon dioxide (CO₂) emissions in private and public sector organisations that are high energy users, by charging for CO₂ emissions.

SBC participated in Phase 1 of the Carbon Reduction Commitment. However, the council is now below the qualification threshold. This is due to a reduction in the number of Council assets and the removal of state funded schools from the scheme. The Council will continue to monitor whether the Council is required to participate in future phases.

2.4.6 Climate Change Levy

The Climate Change Levy (CCL) is a non-domestic tax on the use of energy including electricity and gas. It is aimed to encourage energy efficiency and reduce GHG emissions (see Table 2).

2.5 Council Policy Drivers

2.5.1 Climate Change Motion

On 23rd July 2019 Slough Borough Council's full cabinet passed a motion titled 'Climate Change'. The motion stated:

This Council notes the UK Government and Local Government Association's declaration of a national 'climate emergency', recognises that there is a growing urgency for national and international action to combat climate change, and commits to developing a Climate Change Strategy and Action Plan that will address the causes and consequences of climate change in Slough by tackling 5 key objectives:

- Reducing emissions from our estate and operations
- Reducing energy consumption and emissions by promoting energy efficiency measures, sustainable construction, renewable energy sources, and behaviour change

⁸IPCC, Special Report, Global Warming of 1.5 °C, 2018: <https://www.ipcc.ch/sr15/>

⁹BEIS Environmental Reporting Guidelines, 2019: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/850130/Env-reporting-guidance_inc_SECR_31March.pdf

Table 2: Main taxation rates for Climate Change Levy¹⁰

Taxable commodity	Rate from 1 April 2018	Rate from 1 April 2019	Rate from 1 April 2020	Rate from 1 April 2021
Electricity (£ per kilowatt hour (kWh))	0.00583	0.00847	0.00811	0.00775
Gas (£ per kWh)	0.00203	0.00339	0.00406	0.00465
LPG (£ per kilogram (kg))	0.01304	0.02175	0.02175	0.02175
Any other taxable commodity (£ per kg)	0.01591	0.02653	0.03174	0.03640

- Reducing emissions from transport by promoting sustainable transport, reducing car travel and traffic congestion, and encouraging behaviour change
- Reducing consumption of resources, increasing recycling and reducing waste
- Supporting council services, residents and businesses to adapt to the impacts of climate change.

The objectives of the motion regarding reducing GHG emissions and energy consumption emphasize the need for the Carbon Management Plan to accomplish these objectives. The Climate Change Strategy and Action Plan that is being prepared in accordance with the Climate Change Motion will support the delivery of these objectives also.

2.5.2 2040 Vision

The 2040 Vision is a core Slough Borough Council strategy currently in development. The strategy will lay out the vision for the town up to the year 2040. In line with the UK government's Net Zero targets, the strategy will outline that Slough will be a low carbon town. The Carbon Management Plan 2020-2030 will play a key role by transforming SBC into a carbon neutral local authority.

2.5.3 Transformation Programme and the Our Futures Programme

In 2019, SBC initiated the Transformation Programme.¹¹ The programme's objective is to improve how the Council operates. This was partly in response to continued financial pressures and a desire to grow resilience and independence in our communities. The 'Our Futures Programme', established in June 2019 was setup as a vehicle to deliver the Transformation Programme. One of the 4 core responsibilities includes: "Consolidate SBC's estate footprint to make best use of physical space and drive smarter working". This responsibility aligns strongly with the outcomes of the Carbon Management Plan 2020-2030 as reducing the estate footprint correlates strongly with reducing GHG emissions.

2.5.4 COVID-19 Response, Recovery and Renewal Strategy

The COVID-19 global pandemic that led to a government-imposed UK wide lockdown in March 2020 has had a profound impact on local authorities in the UK. In response, SBC is preparing a 'Response, Recovery and Renewal Strategy'. Yet to be published, the strategy has five objectives:

¹⁰UK main taxation rates for Climate Change Levy: <https://www.gov.uk/guidance/climate-change-levy-rates>

¹¹SBC Transformation Programme, Slough Borough Council: <http://www.slough.gov.uk/moderngov/ieDecisionDetails.aspx?AllId=38218>

1. We will keep Critical and Priority functions running to care for and support our residents
2. We will keep our staff safe
3. We will quickly implement the Government's emergency initiatives affecting local residents and businesses
4. We will work in partnership with strategic partners, other public sector organisations, the voluntary sector and community groups to provide services to local people
5. We will prepare for the recovery of the Council and the town

This is relevant to the Carbon Management Plan 2020-2030 as the Council needs to be resilient to recover from the impacts of COVID-19. Reducing corporate GHG emissions and energy costs will support the financial resilience of SBC by reducing its operating costs. In addition, reduction in corporate carbon intensive activities that contribute to poor air quality, such as transport GHG emissions, will support public health.

3. Past successes

The previous Carbon Management Plan between 2015-20 oversaw a 32.5% reduction in CO₂e emissions by 2018/19, relative to the baseline of 2013/14. There were many factors involved in accomplishing this achievement, which include the introduction of the following interventions.

3.1 LED Street Lighting Project

The LED Street Lighting project included the replacement of street lighting with more efficient LED bulbs which has significantly reduced energy costs and associated carbon emissions. Emissions from street lighting were 2,657 tonnes CO₂e in 2014/15 and fell 58% to 1,112 tonnes CO₂e in 2017/18 (see Figure 2).

3.2 RE:FIT Programme

The RE:FIT Programme is an energy efficiency and renewable energy refurbishment scheme. The Council has been enacting the programme to improve the energy efficiency of its corporate building estate. The programme guarantees to reduce energy consumption by at least 20%, reducing carbon emissions and energy costs. The first phase is annually saving SBC £28,053 and 138 tonnes of CO₂.

3.3 Fleet Challenge Programme and Grey Fleet Emissions

This is an ongoing programme with the aim of decarbonising SBC's fleet by promoting low emission vehicles, while reducing revenue expenditure from mileage claims. Introduced in 2017, this project is still in the pilot phase. However, the initial feedback is very positive. The scheme has already avoided 10 tonnes of CO₂ compared to SBC's average grey fleet leading to over £20,000 in savings.

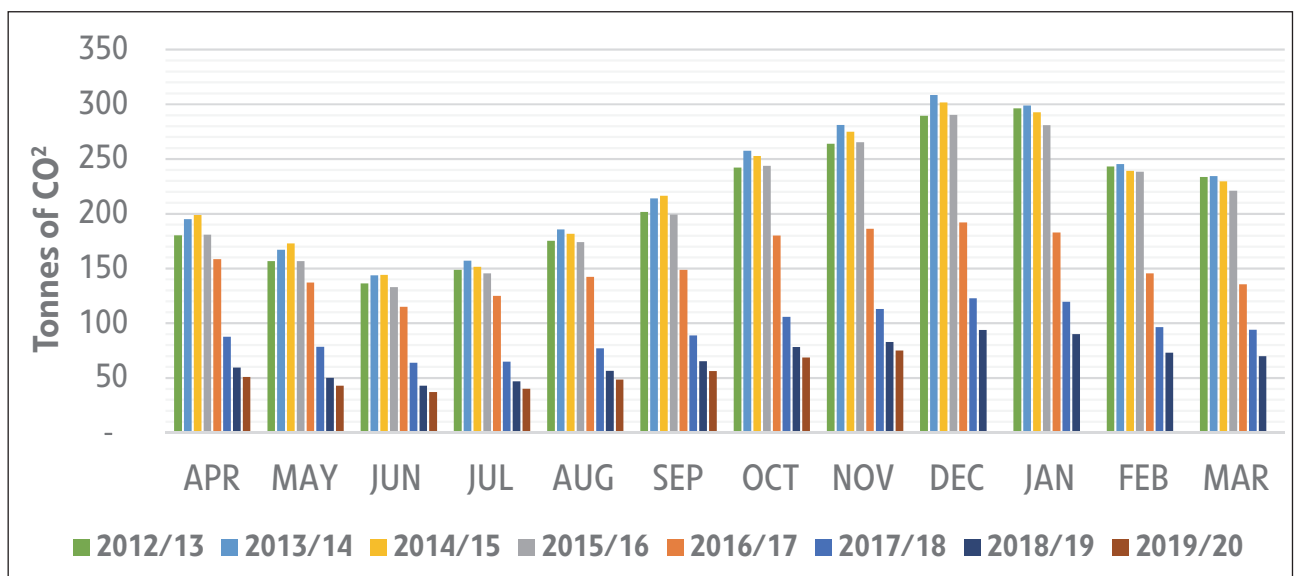


Figure 2: LED Street Light project GHG emission savings from 2012/13 to 2019/20

3.4 Upton Court Park Jubilee Wood forest

As opposed to reducing carbon emissions, this forestry project draws down carbon that can be used as a form of carbon offset. Initiated in 2013, the woodland has sequestered 11 tonnes of CO₂. As the woodland growth accelerates with age, this is forecast to reach over 700 tonnes after 25 years and over 1,300 tonnes after 50 years. For further information on Carbon offsetting please refer to Section 4.2.

3.5 New Direct Services Operation and Community Fleet

In 2018, SBC's DSO, which oversees SBC's waste and refuse collection services, was brought back in house after being previously outsourced to a private sector contractor. As part of this transition, a new fleet of Euro 6 refuse trucks were procured with lower CO₂ emission profiles.¹² In addition, SBC's Community Transport fleet that is used for home to school transport, was replaced with new Euro 6 minibuses reducing the CO₂ emissions fleet profile.

3.6 National Grid Carbon Intensity

Over the last decade, the carbon intensity of the National Grid, which provides Great Britain's electricity, fell substantially. From 2014 to 2019, the carbon intensity of 1 kWh of electricity from the National Grid fell from 0.49 kg CO₂e to 0.26 kg CO₂e, a drop of 52%.^{13,14} This trend was principally caused by a reduction in burning coal for electricity and an increase in renewable energy sources such as wind power and solar photovoltaic (PV). The calendar year of 2019 had the lowest carbon intensity of electricity on record for Britain and the amount of electricity from low carbon renewable energy exceeded that from fossil fuels for the entire year.¹⁵ This progress significantly contributed to reducing SBC's GHG emissions from electricity which reduced by 34.1% from 2013/14 to 2018/19.

¹²Euro 6, Emissions in the automotive sector, European Union: https://ec.europa.eu/growth/sectors/automotive/environment-protection/emissions_en

¹³BEIS, Greenhouse Gas Reporting Factors 2014: <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2014>

¹⁴BEIS, Greenhouse Gas Reporting Factors 2019: <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2019>

¹⁵National Grid Group PLC, 2020: <https://www.nationalgrid.com/britain-hits-historic-clean-energy-milestone-zero-carbon-electricity-outstrips-fossil-fuels-2019>

4. Priorities, Key Actions, Outcomes

4.1 Key Outcomes

Based on the evidence, the outcomes of the plan are to:

Outcome	Purpose and description	Target measures	Date
Outcome 1	A 10% reduction of CO ₂ e net emissions per annum of all Council operations relative to 2018/19	1,022 tonnes of CO ₂ e/yr	Reported each financial year
Outcome 2	A 100% reduction of CO ₂ e net emissions against the 2018/19 baseline by 2029/30	10,224 tonnes of CO ₂ e	By 31st March 2030
Outcome 3	A reduction of 10.5 tonnes CO ₂ e to 0 tonnes per Full Time Equivalent Employee (FTE) by 2029/30	0 tonnes of CO ₂ e/FTE	By 31st March 2030
Outcome 4	A revenue saving of 10% over lifetime of the plan against 2018/19 baseline operating costs for the Council please refer to Appendix 1	£253,136 (10% of £2,531,367 total 2018/19 utility spend)	By 31st March 2030

The outcomes will be achieved by the following priorities:

Priorities	Purpose and description
Priority 1	Reduce CO ₂ emissions from energy consumption across all Council operations
Priority 2	Reduce energy consumption revenue costs across all Council operations
Priority 3	Embed carbon management in the Council's policies and procedures
Priority 4	Raise awareness of carbon management among staff through the Environmental Strategic Board/Green Champions to reduce carbon emissions and energy consumption
Priority 5	Incorporate high standards of energy efficiency into new buildings, equipment and contracts
Priority 6	Incorporate carbon intensity into the procurement of goods and services

4.2 Priority 1 - Reduce CO₂ emissions from energy consumption across all Council operations

The Council's buildings are one of the main contributors to CO₂ emissions and one of the elements the Council has a high degree of control over. Using available information to dispose of inefficient assets and maximise usage of the remaining buildings should be a key consideration when considering the future disposal of assets.

4.2.1 Display Energy Certificates

A Display Energy Certificate (DEC) and advisory report are required for buildings with a total useful floor area more than 250m² that are occupied in whole or part by public authorities and frequently visited by the public.¹⁶ This shows the energy performance of the building based on actual CO₂ emissions recorded over twelve months. This enables identification of sites where there is the greatest opportunity to reduce GHG emissions. SBC corporate estate currently includes 21 sites with a Display Energy Certificate (see Appendix 3).

¹⁶Display Energy Certificates Guidance:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/452481/DEC_Guidance__rev_July_2015_.pdf

4.2.2 Energy Performance Certificates

The Council is required to complete an Energy Performance Certificate (EPC) each time one of its properties is built, sold or rented. It contains information about a property's energy use and typical energy costs, with recommendations on how to reduce energy use and save money. An EPC gives a property an energy efficiency rating from A (most efficient) to G (least efficient) and it is valid for 10 years.

In accordance with the Energy Act 2011, all buildings that do not meet the minimum energy performance standard of Grade E are not allowed to be let until they have been upgraded.

4.2.3 Corporate Landlord

The Corporate Landlord Model aims to make best operational use of corporate buildings through central management. A corporate approach can help raise staff awareness of the most efficient use of energy in buildings and allows facilities management to monitor energy use across the entire asset base. Taking this model further could realise additional carbon savings and any opportunities which can be identified to further centralise facilities management should be explored. We will also use the ongoing asset review to monitor energy consumption, which will help inform future decisions around our assets.

4.2.4 Corporate Energy Management

Corporate carbon and GHG emissions are managed by the Environmental Quality team. Currently corporate energy and water contracts, which cause the majority of SBC's GHG emissions, are managed by Building Management. This includes the ownership of energy usage data and the procurement and management of energy and water contracts with suppliers for the corporate estate.

This division of responsibilities across different departments has created inefficiencies restricting the effective management and delivery of the Carbon Management Plan and related programmes such as the RE:FIT Programme. This situation is being reviewed in order to reduce barriers and streamline the delivery of the Carbon Management Plan 2020-2030.

4.2.5 RE:FIT Programme

The RE:FIT Programme operates through a framework that provides a guaranteed 100% of the energy saving or generation (kWh) via a contractual agreement for the payback period of the project. This key feature is helping to remove risk of failure, plus protecting the Council's investment. Additional benefits include improvements to buildings' operational performance and comfort levels for staff, reductions in building-related complaints and maintenance backlogs, a boost to local investment through local job creation and important reductions in CO₂ emissions.¹⁷

SBC approved a budget of £2.6 million for the RE:FIT Programme and now the council is working on the second phase of delivery. In the first phase, energy efficiency and renewable energy measures were deployed across 11 sites including; offices, community centres, Hatfield car park and Slough Bus Station. For example, the building named New Horizon, occupied by the Community Mental Health Team, had LED lighting installed, energy management systems optimised, and 54 rooftop solar PV panels installed.

4.2.6 The Asset Management Plan

The Asset Management Plan (AMP) has already identified that a greater understanding of the performance of existing assets in terms of their fitness for purpose and operational efficiency is required. Energy efficiency of council assets have been identified in the AMP.

¹⁷RE:FIT Framework, Local Partnerships: <https://localpartnerships.org.uk/our-expertise/re-fit/>

4.2.7 Slough Schools

There are currently 52 schools in Slough though this may change over time, and not all schools are covered by this plan. The schools over which the Council has the greatest control are community and foundation schools (listed in Appendix 4), and budget is devolved to these schools. Schools, however, do not have specific or substantial funding for carbon management activities, but it is in their best interests to reduce energy consumption where possible as this will reduce their operating costs.

4.2.8 Low Emission Strategy 2018-2025

The Low Emission Strategy 2018-2025 has three aims including:¹⁸

- 1) Improve air quality and health outcomes across Slough by reducing vehicle emissions through the accelerated uptake of cleaner fuels and technologies;
- 2) Embed an innovative approach to vehicle emission reduction through integrated policy implementation;
- 3) Provide a platform for inward investment as part of the transition to a low emission economy.

To achieve these aims, objectives have been set that align with the Carbon Management Plan's outcomes including:

- Implement vehicle emission standards through Social Value procurement practices;
- Implement the Fleet Challenge Programme to reduce emissions from the SBC 'grey fleet'.

4.2.9 Slough's Third Local Transport Plan (LTP3) and future Forth Local Transport Plan (LTP4)

Slough's Local Transport Plan is responsible for improving transport services within the borough of Slough and reducing the impact of travel on residents.¹⁹ It is also critical to the development and growth of Slough as it affects housing, employment, shopping, schools and so on. It is guided by UK government policies such as the 2011 White Paper on Local Transport, which highlights the important role that improving local journeys can play in achieving the multiple goals of economic growth and reducing CO₂ emissions. Reducing Slough's corporate transport GHG emissions contributes to this goal. Slough's Third Local Transport Plan is being updated and will be replaced with the Fourth Local Transport Plan in 2021.

4.2.10 Local Transport Plan (LTP3) Parking Strategy

The vision of SBC's Parking Strategy; *"Improve the customer parking experience and in doing so helping to enhance Slough's economic competitiveness"*.²⁰ The objectives include supporting the Local Transport Plan's wider objectives to lessen impact on the local environment, and lead to lower CO₂ emissions and air pollutants from vehicle emissions in the borough. This objective further contributes to the Carbon Management Plan 2020-2030's outcomes to reduce corporate transport GHG emissions.

¹⁸Low Emission Strategy 2018-2025, Slough Borough Council: <http://www.slough.gov.uk/pests-pollution-and-food-hygiene/low-emission-strategy-2018-2025.aspx>

¹⁹Local Transport Plan 3, Slough Borough Council: <http://www.slough.gov.uk/council/strategies-plans-and-policies/local-transport-plan-ltp3.aspx>

²⁰Parking Strategy, Local Transport Plan 3, Slough Borough Council: <https://www.slough.gov.uk/downloads/LTP3-SSD-Parking1.pdf>

4.2.11 The Waste Strategy 2015-2030

Waste generated at corporate buildings contributes to the Council's carbon footprint (although this is not measured as part of the Carbon Reduction Commitment). The Recycling Carbon Index shows the carbon benefit of collecting and recycling materials to reuse them as opposed to extracting and processing raw materials. Local authorities will be ranked according to their performance. The Waste Strategy 2015-2030 sets out the borough wide vision to move from waste disposal to waste management, which can also be applied to corporate waste.

4.2.12 Carbon offsetting and Carbon insetting

A carbon offset is a reduction in emissions of carbon dioxide or other GHGs made in order to compensate for ("offset") an emission made elsewhere. There are two forms of market in which carbon offsets can be purchased; the compliance market and the voluntary market. The compliance market enables companies, governments, or other entities to buy carbon offsets in order to comply with caps on the total GHG emissions they are allowed to emit. The voluntary market enables individuals, companies or governments to purchase offsets to mitigate their own GHG emissions voluntarily. SBC, as a Borough Council is not part of a compliance market so if the Council were to offset any GHG emissions it would be through the voluntary market.

Carbon insetting is when an organisation invests in emission reduction projects within the organisations supply chain. This enables the organisation to assume greater control of the carbon reduction process and are more likely to directly gain from the project co-benefits, such as employee engagement. SBC's Upton Court Park Jubilee Wood forest (see Section 3.4), which is a form of carbon offsetting, is also an example of Carbon insetting as it is within the council's supply chain.

There is a wide range of types of carbon offsetting projects to invest in, from forestry to renewable energy. Formal standards exist, recognised by international carbon neutrality standards, that independently verify carbon offsetting projects. Carbon neutrality standards dictate that carbon offsetting is suitable when an organisation's GHG emissions have been reduced as much as possible and that carbon offsetting is an appropriate measure to compensate for the remaining GHG emissions.

The cost of a carbon offset is measured in tonnes of carbon dioxide equivalent (tCO₂e) and depends on a number of variables including the projects type, location, scale and standard. A market assessment published in 2017 identified that the average voluntary carbon offset market price ranged from less than £0.40 tCO₂e to more than £39.60 tCO₂e, with an average £2.38 tCO₂e.²¹ Using this average total, if SBC were to offset their entire GHG emission footprint of 2018/19, which totalled 10,224 tCO₂e, this would total £24,333 not accounting for any potential economies of scale.

Please note that SBC reports GHG emission in accordance with the World Resources Institute Greenhouse Gas Protocol.²² In the event of the Council utilising Carbon offsets it would be in accordance to the World Resources Institute standard.

4.2.13 Key actions

1. Ensure the Corporate Landlord Model covers all Council buildings and that the corporate energy contract, and that the monitoring of energy usage is transferred to the Environmental Quality Team to identify opportunities for contract negotiation, procurement of renewable energy, identification of energy trends, identification of poorly performing buildings (energy hungry), and also informs accommodation decisions.

²¹State of Voluntary Carbon Markets 2017, Ecosystem Marketplace. Initial values were in USD and have been converted to GBP on 11/07/2020.

²²Greenhouse Gas Protocol, World Resources Institute: <https://ghgprotocol.org/>

2. Take all opportunities during refurbishment works to install the most energy efficient plant and use the most energy efficient building operation methods. To include energy efficiency into the Asset Management Plan and develop a sustainable energy model/plan.
3. Work alongside the Asset Management team to ensure that GHG emissions are accounted for when acquiring new assets.
4. Use the Recycling Carbon Index to monitor and improve waste disposal from Council buildings, and implement best practice identified through the Waste Strategy.
5. Identify energy efficiency projects across the Council's buildings suitable for CAPEX funding. This work is ongoing through the RE:FIT Programme.
6. Continue replacing existing street lighting with LED lanterns, capable of being remotely dimmed, to deliver a 70% carbon and revenue saving.
7. Continue replacement of lighting in Council owned car parks with low energy LED lighting.
8. Review SBC's owned transport and identify carbon and revenue savings which could be delivered.
9. Work with community and foundation schools in order to identify projects, funding and best practice to reduce their carbon emissions and energy consumption.
10. Carry out a detailed survey of all Council owned assets gathering data such as floor area and heating systems.
11. Ensure that all Council buildings that are let remain EPC Grade E rated or above and to monitor any future changes in standards.

Table 3: SBC Energy Revenue Spend in carbon emissions April 2018-March 2019

Category	Total Consumption (kWh)	2018/19 Corporate Spend (£)
SCOPE 1 and 2		
Street Lighting		304,607
Electricity Spend (HH and NHH)		1,060,625
All Electricity Suppliers	12,877,101	1,365,232
Total Gas Energy Spend	13,921,522	555,983
Total SCOPE 1 and 2 (Electricity and Gas spend)	26,798,623	1,921,215
SCOPE 3		
Business Mileage		308,753
Water Spend		113,886
Paper Consumption		22,486
Waste SBC Corporate Buildings		77,510
Total SBC Utility Spend		522,634
Total SBC Utility Spend Scope 1, 2 and 3		2,443,849

12. Ensure that all Council buildings that are above 250m² have a Display Energy Certificate.
13. Energy benchmark for all Council assets.
14. Develop an ISO 50001 Energy Management System for the Council operations following a cost-benefit analysis.

4.3 Priority 2 - Reduce energy consumption revenue costs across all Council operations

Like many local authorities, SBC is facing extremely tough financial challenges. Funding to local authorities has reduced following austerity and many grants have stopped, including the central government grant.

The Council spent over £1.9 million on gas and electricity costs in 2018/19 (see Table 3). Reducing energy consumption is one area the Council can save money, leaving more funds for service delivery. This will also result in a reduction in carbon emissions which will help to deliver the outcomes of this plan.

4.3.1 Key actions

SBC shall use an energy broker through the Corporate Energy Contract to ensure the most cost-effective price for energy and:

1. Transfer all corporate buildings to automated meter reading (AMR) to provide more reliable billing.
2. Consider suitability of automated meter reading for water.

4.4 Priority 3 - Embed carbon management in the Council's policies and procedures

All capital Investments above the value of £10,000 are considered by the Capital Monitoring Board as well as all Cabinet reports. These investments already require identification of energy and carbon implications, and mitigations that can be identified, which are signed off at director level.

4.4.1 Key actions

1. Devise a method for assessing and appraising carbon and revenue saving projects which can be adopted corporately by the Capital Strategy Board.
2. Determine how the Carbon Management Plan will fit into the Asset Management Plan.

4.5 Priority 4 - Raise awareness of carbon management among staff through the Environmental Strategic Board to reduce carbon emissions and energy consumption

The Environmental Strategic Board covers energy, waste and transport. It is the Council's principle staff engagement mechanism and was setup in 2020 (see Section 5.1).

Staff travel to, from and during work adds a significant amount of carbon to the Council's overall operations. Staff travel surveys help the Council to identify which schemes will help staff to travel more sustainably.

Funding from the Local Sustainable Transport Fund has already been used to develop a number of projects including:

1. Personalised travel plans for staff.
2. Provision of pool bikes, cycle salary sacrifice scheme, bicycle users group and other promotions.
3. Season ticket loan scheme.
4. Display of walking and cycling maps in key SBC buildings.
5. Staff walking challenge.

4.5.1 Key actions

There are two key actions we intend to follow under priority 4:

1. Use the Environmental Strategic Board to engage staff around carbon management, reducing corporate waste and reducing energy consumption.
2. Provide additional measures to encourage staff to travel more sustainably including cycle training and the implementation of additional staff electric pool cars.

4.6 Priority 5 - Incorporate high standards of energy efficiency into new buildings, equipment and contracts

Sustainability Impact Assessments are currently required as part of procurement practises that the Council carries out. These identify impacts of the given procurement on the Council's carbon footprint, pollution to air, water or land, and impacts on waste management. Bidders can be asked to mitigate the identified impacts as part of their bid.

4.6.1 Key actions

There are three key actions we intend to follow under priority 5:

1. Devise procurement assessment criteria to incorporate high standards of energy efficiency into new buildings, equipment and contracts.
2. Tenderers or bidders will routinely be asked to demonstrate and manage the impact on the Council's carbon emissions as part of any procurement.
3. All SBC new build projects will seek to be built to a minimum BREEAM very good standard (see Appendix 5).

4.7 Priority 6 - Key actions - Incorporate carbon intensity into the procurement of goods and services

Goods and services that the Council purchase fall under Scope 3 GHG emissions. Any activities that are outsourced by the Council fall under this category. This is a major source of GHG emissions that needs to be incorporated into the procurement process. To achieve this, the carbon footprint of procurement activities would need to be calculated and incorporated to the decision making process.

4.7.1 Key actions

There is one key action we intend to follow under priority 6:

1. Tenderers or bidders will routinely be asked to quantify and mitigate the impact on the Council's carbon emissions as part of any procurement.

5. Implementation and Monitoring

The Council's Environmental Strategic Board is the primary monitoring authority for this plan (see Section 5.1). The objective is to manage a sustained reduction in carbon emissions from all relevant Council operations, Council run schools and Council contracted-out services. It also assists in reducing the Council's impact on climate change as well as reducing operational running costs.

The board has representation from relevant departments of the Council and is chaired at the director level.

5.1 Governance of the Carbon Management Plan 2020-2030

The Carbon Management Plan will be governed by the Environmental Strategic Board. There are 4 core aims of the Environmental Strategic Board:

1. To champion, support and enable the successful delivery of SBC's approved environmental and sustainability strategies and plans.
2. To oversee and enable the development of the Climate Change Strategy and Action Plan, aligning it with the 2040 vision for the Council.
3. To monitor and govern the Councils' strategic environmental programmes to ensure they are meeting their targets.
4. To discuss and evaluate environmental/climate change projects at a strategic level to determine if they shall proceed to development of a full business case.

The Board meets monthly and is chaired by the CEO. The initial core Membership included:

- Chief Executive (Chair)
- Director Regeneration (Deputy-Chair)
- Service Lead for Regeneration Development
- Service Lead for Major Infrastructure Projects
- Service Lead for Public Health

- Service Lead Communities and Leisure
- Service Lead Environment
- Service Lead Planning and Transport
- One Service Lead from (Children, Learning and Skills)
- One Service Lead from (Finance and Resources)
- Environmental Quality Team Manager (senior reporting officer)
- Senior Carbon Project Officer (reporting officer)

It should be noted that the organisational structure of SBC is scheduled to be reshuffled in late 2020. This is likely to affect the board membership.

5.2 Finances

Financially, the Carbon Management Plan 2020-2030 will contribute to projects that either reduce the operating costs of the Council or produce an income. The delivery of energy efficiency reduction projects, for example the RE:FIT Programme, will enable a reduction in energy costs from corporate buildings. Income can be generated from technologies that will support decarbonisation such as public Electric Vehicle Charging Stations or electricity generated by solar PV panels exported to the National Grid.

Over the duration of the Carbon Management Plan 2020-2030, the UK's energy prices are projected to increase (see Table 4). This will increase the Council's energy related operating costs. In 2018/19, the Council's electricity costs came to £1,365,232 and gas costs totalled £555,983 (see Table 5). If an increase in costs are to be avoided, then the Council's energy consumption must be reduced. A do-nothing approach will therefore continue to add significant revenue cost pressures on the Council budget.

Table 4: BEIS UK energy price central projections between 2020 and 2030²³

Energy Type	Units	2020	2030	Change
UK Wholesale Electricity Prices	p/kWh	5.3	5.9	+12%
Natural gas	p/therm	48.0	63.0	+31%
Petroleum Premium unleaded	p/litre	123.9	135.4	+9%
Petroleum Super unleaded	p/litre	132.2	143.7	+9%

Table 5: Slough Borough Council's Corporate Energy Spend and projected spend by 2030

Category	2018/19 Corporate Spend (£)	Projected 2030 Corporate Spend (£)
Total Electricity Energy Spend	1,365,232	1,529,060
Total Gas Energy Spend	555,983	728,338
Business Mileage	308,753	336,541

An annual budget of £10,000 will be required for supporting consulting services. These services will support annual GHG emission reporting and any specialist consultations that may be required.

Should there be a requirement for any salaried staff positions to deliver the objectives of the Carbon Management Plan 2020-2030, a business case and justification will be presented to the Environmental Strategic Board.

5.3 The Slough Borough Council Baseline

SBC overachieved the target set in the Carbon Management Plan 2015-2020 of 20% reduction of carbon emissions from the 2013/14 baseline. The Council achieved a 33% reduction in annual GHG emissions exceeding the target by 13%. The baseline for the 2018/19 period is 10,224 tCO₂e.

5.4 Data Classification

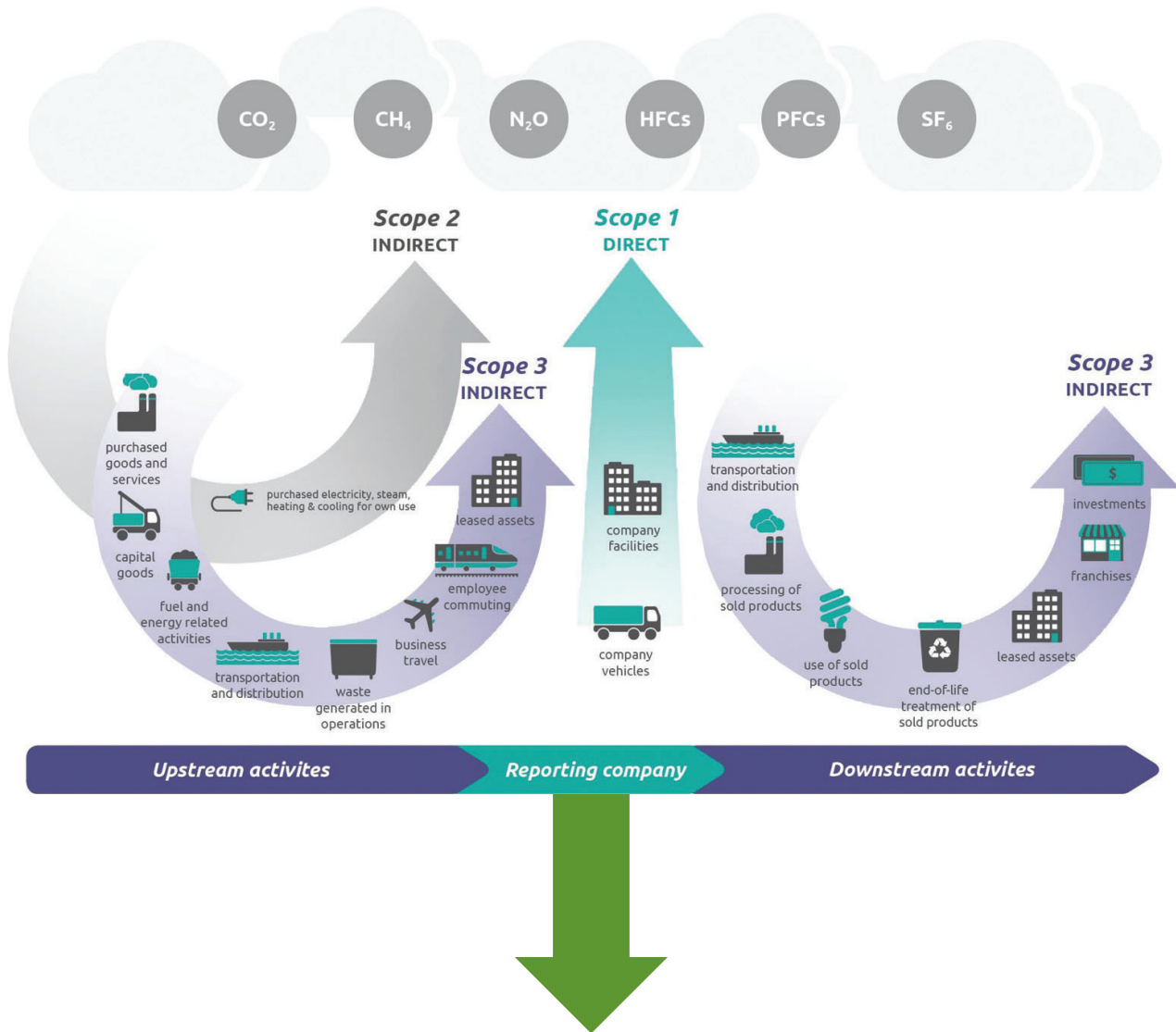
SBC reports GHG emissions in line with the World Resources Institute: Greenhouse Gas Protocol.²⁴ This requires that GHG emissions are broken down into three scopes (see Figure 3 and Table 6). SBC's GHG emissions are defined by scope in the Table 7 and Table 8 below. Government conversion factors for reporting of GHG emissions are used.²⁵

²³BEIS 2018 Updated Energy and Emissions Projections: <https://www.gov.uk/government/collections/energy-and-emissions-projections>

²⁴Greenhouse Gas Protocol, World Resources Institute: <https://ghgprotocol.org/>

²⁵Government conversion factors for company reporting of greenhouse gas emissions, UK Government: <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

Figure 3: Overview of GHG Protocol scopes and emission across the value chain



Source: Bahtia and Ranganathan, 2004

Table 6: Slough Borough Council scope assessment criteria

Scope 1	Scope 2	Scope 3
Gas emissions from SBC assets, communal housing areas and relevant schools	Emissions from electricity in SBC assets, communal housing areas and relevant schools	Emissions from outsourced services
Fugitive emissions from corporate fridges	Street assets e.g. streetlighting	Corporate waste
Business transport		

Table 7: Slough Borough Council GHG Emission data submitted to BEIS for 2018/2019

GHG emissions for period 1 April 2018-31 March 2019	Tonnes of CO ₂ e
Scope 1	3,945
Scope 2	3,984
Scope 3	2,295
Total gross emissions	10,224
Exported renewable electricity reduction	0
Carbon offsets	0
Woodland Carbon Units	0
Total net emissions	10,224

Table 8: Slough Borough Council GHG Emission Intensity Measurements for 2018/2019

Intensity Measurement	Tonnes of CO ₂ e
Intensity measurement - tonnes of CO ₂ e per 000 people served ²⁶	68.4 tCO ₂ e
Intensity measurement - tonnes of CO ₂ e per £m revenue ²⁷	97
Intensity measurement - tonnes of CO ₂ e per FTE ²⁸	10.5 tCO ₂ e
Total Annual Emissions 18/19 baseline	10,224
% reduction from 13/14 baseline	33%

5.5 Data Quality

Data that was collected for the previous Carbon Management Plan (2015-2020) varied in quality and completeness. This applied to; school energy use data, water use and contractor transport use (see Appendix 6). Data was also not collected for refrigerant gases and therefore could not be reported.

In the event of absent data, GHG emissions had to be estimated in accordance with the GHG Protocol. For example, in 2018/19 some road travel was estimated using mileage rather than litres fuel used and types of vehicles were estimated. Similarly, some activity data was estimated from previous years' activity, or other sites' activity. In the case of refrigerants, data was totally absent and could not be estimated.

Accurate and complete records need to be documented to improve GHG emission data quality. Although data estimations enable data gaps to be filled, it decreases the quality of the data compiled for GHG emission reporting. To counteract this, the Carbon Management Plan 2020-2030 will improve data collection methods to ensure greater accuracy in GHG emission reporting.

To improve data collection methods, data resolution will also be enhanced. Improvements in GHG emission and energy data collection will contribute to superior monitoring methods, will enable greater in-depth analysis of GHG emission and energy trends and potentially will identify future opportunities to decarbonise. This could also contribute to SBC adopting the formal Energy Management Standard ISO 50001.²⁹

²⁶Population Projection of Slough: <http://www.slough.gov.uk/council/joint-strategic-needs-assessment/population.aspx>

²⁷Financial Performance (Revenue), Statement of Accounts for the year 2018/19, Slough Borough Council: <http://www.slough.gov.uk/downloads/Draft-statement-of-accounts-2018-19.pdf>

²⁸Data based on 977.27 Full Time Employees, Slough Borough Council

²⁹ISO 50001: Energy Management: <https://www.iso.org/iso-50001-energy-management.html>

5.6 Progress Reporting

There will be two Key Performance Indicators reported to the board on an annual basis in July:

1. The total carbon emissions for Scope 1, 2 and 3 for all Council operations for the preceding financial year (1st April-31st March).
2. The Energy Revenue Spend for Scope 1, 2 and 3 for all Council operations (please refer to Appendix 1).

5.7 Slough Borough Council's remaining carbon budget

This Carbon Management Plan's outcome of an annual 10% reduction in CO₂e net emissions combined with an overall 100% reduction in CO₂e net emissions by 2029/30 can be interpreted that the Council has a finite remaining GHG emission budget. This is represented in Table 9 and Figure 4.

Table 9: Slough Borough Council's remaining GHG Emission Annual Budget

Financial Year	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
% decrease	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%
Tonnes CO ₂ e	9201.6	8179.2	7156.8	6134.4	5112	4089.6	3067.2	2044.8	1022.4	1.3642E-12

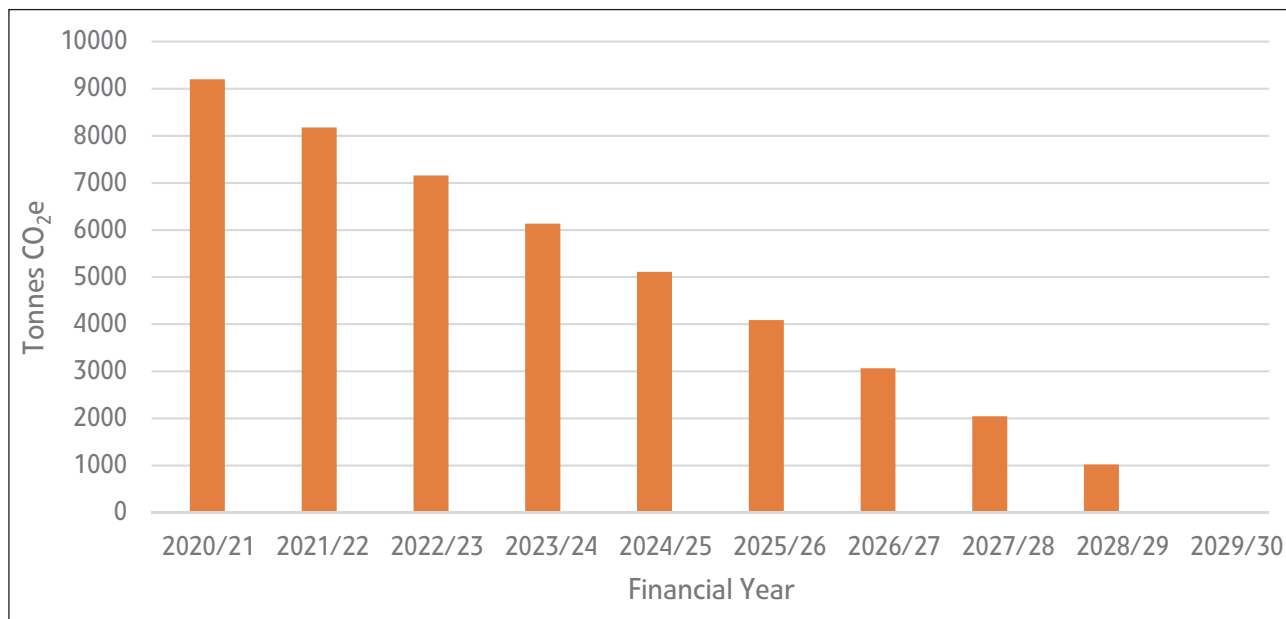


Figure 4: Slough Borough Council's remaining GHG Emission Annual Budget.

Overall from 01 April 2020 to 31 March 2030, Slough Borough Council has a remaining budget of 46,314 tCO₂e.

The remaining carbon budget is broken down into budget targets by GHG emission source (see Figure 5 below). The table representing the targets can be found in Appendix 7.

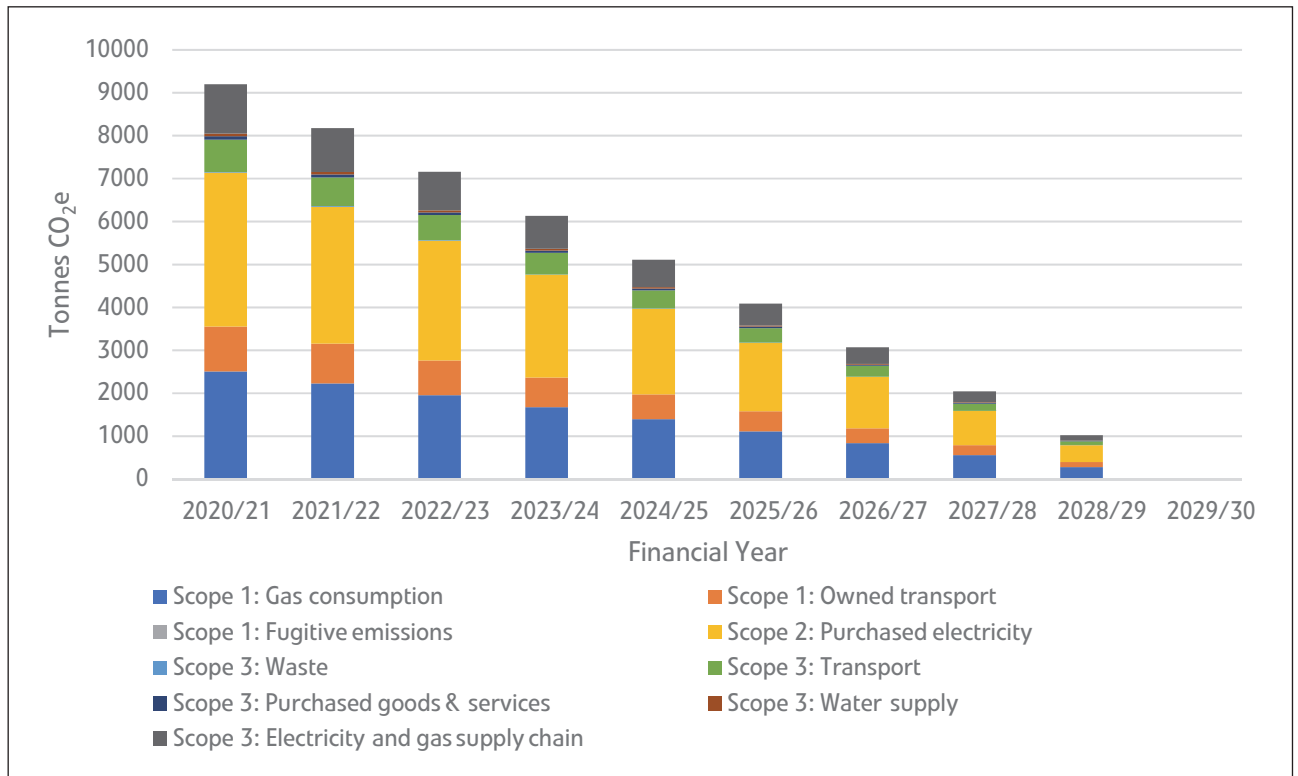


Figure 5: Slough Borough Council's remaining carbon budget targets by GHG emission source in tCO₂e.

6. Glossary of terms

Term	Definition
BEIS	Department for Business, Energy and Industrial Strategy
BREEAM	Building Research Establishment Environmental Assessment Method
Carbon Dioxide (CO₂)	Carbon Dioxide is the most common greenhouse gas and largest contributor to manmade climate change. Its chemical formula is CO ₂ .
Carbon Dioxide Equivalent (CO₂e)	Carbon Dioxide Equivalent is a measure representing greenhouse gases as the functionally equivalent amount or concentration of carbon dioxide. It is represented by as CO ₂ e. Sometimes is expressed as tCO ₂ e where the 't' represents tonnes.
Carbon Neutral	A process or operation that results in no net release of GHG emissions into the atmosphere
Climate Emergency	Acknowledgment of the risks posed to humanity by climate change the urgent need for action to prevent human caused climate change
CMP	Carbon Management Plan
CRC	Carbon Reduction Commitment
DCLG	Department of Communities and Local Government
DEC	Display Energy Certificate
EPC	Energy Performance Certificate
Fossil Fuels	Coal, oil and gas are known as fossil fuels
Greenhouse Effect	Most mainstream scientists believe a human-driven increase in "greenhouse gases" is increasing the effect artificially. These gases include carbon dioxide, emitted by fossil fuel burning and deforestation, and methane, released from rice paddies and landfill sites.
Greenhouse Gases (GHG)	The four most important greenhouse gases-carbon dioxide, methane, nitrous oxide, and fluorinated gases-and options for reducing emissions.
IPCC	International Panel on Climate Change
KPI	Key Performance Indicator
LGA	Local Government Association
MoU	Memorandum of Understanding
MTFS	Medium Term Financial Strategy
Net Zero	A process or operation that results in no net release of GHG emissions into the atmosphere including indirect emissions
RSG	Revenue Support Grant
SALIX Finance Ltd	Salix Finance Ltd. delivers 100% interest-free capital to the public sector to improve their energy efficiency and reduce their carbon emissions.
SBC	Slough Borough Council
Scope 1 Emissions	Direct emissions from combustion of fuels
Scope 2 Emissions	Indirect emissions from using energy e.g. electricity
Scope 3 Emissions	Other indirect emissions e.g. business mileage
UNFCCC	UN Framework Convention on Climate Change

7. Appendix 1

7.1 SBC Energy Revenue Spend in carbon emissions April 2018-March 2019

Category	Total Consumption (kWh)	2018/19 Corporate Spend (£)
SCOPE 1 and 2		
Street Lighting		304,607
Electricity Spend (HH and NHH)		1,060,625
All Electricity Suppliers	12,877,101	1,365,232
Total Gas Energy Spend	13,921,522	555,983
Total SCOPE 1 and 2 (Electricity and Gas spend)	26,798,623	1,921,215
SCOPE 3		
Business Mileage		396,270
Water Spend		113,886
Paper Consumption		22,486
Waste SBC Corporate Buildings		77,510
Total SBC Utility Spend		610,152
Total SBC Utility Spend Scope 1, 2 and 3		2,531,367

8. Appendix 2

8.1 List of Assets included in the 2018-2019 CO₂ Baseline

Building Name	Building Type
Baylis Court Nursery	School
Chalvey Early Years Centre	School
Cippenham Nursery School	School
Lea Nursery School	School
Slough Centre Nursery School	School
Claycots School	School
Penn Wood Primary and Nursery School	School
Wexham Court Primary School	School
Wexham School	School
Elliman Avenue Children's Centre	Children's Centre
Monksfield Way Children's Centre	Children's Centre
Orchard Avenue Children's Centre	Children's Centre
Penn Road Children's Centre	Children's Centre
Romsey Close Children's Centre	Children's Centre
St Andrew's Way Children's Centre	Children's Centre
Vicarage Way Children's Centre	Children's Centre
Wexham Road Children's Centre	Children's Centre
Yew Tree Road Children's Centre.	Children's Centre
Chalvey Grove Childrens Centre	Children's Centre
Arbour Park Community Stadium	Community Buildings
Chalvey Hub	Community Buildings
Cippenham Community Centre	Community Buildings
Weekes Drive Community Centre	Community Buildings
Upton Lee Community Centre	Community Buildings
Westfield Community Centre	Community Buildings
Manor Park Community Centre	Community Buildings
Manor Park Pavilion	Community Buildings
Langley Pavilion	Community Buildings
Chalvey Depot office buildings	Community Buildings
Serena Hall	Community Buildings
Orchard Youth and Community Centre (Creative Academy)	Community Buildings
Mallards	Community Buildings
Langley Library (Hub)	Council Hub
Cippenham Library	Council Hub

Britwell Hub (Hub)	Council Hub
The Curve	Council Hub
Cippenham Library	Libraries
Langley Library	Libraries
The Curve	Libraries
Slough Ice Arena	Leisure Facility
Langley Leisure Centre	Leisure Facility
Salt Hill Activity Centre	Leisure Facility
The Centre, Farnham Road	Leisure Facility
Tennis Courts, Salt Hill Park	Leisure Facility
Eltham Avenue Recreation Ground	Parks Changing Rooms
Harvey Park	Parks Changing Rooms
Kedermister Park	Parks Changing Rooms
Lascelles Park	Parks Changing Rooms
Mercian Recreation Ground	Parks Changing Rooms
Salt Hill	Parks Changing Rooms
Upton Court Park	Parks Changing Rooms
Observatory House	Offices
Landmark Place	Offices
St. Martins Place	Offices
Hawker House	Offices
Elmshott Lane	Car Park
Shelly Close	Car Park
Vicarage Way	Car Park
Herschel MSCP	Car Park
Hatfield MSCP	Car Park
Buckingham Gardens	Car Park
Harrow Market	Car Park
The Grove	Car Park
St. Martins Place, Ground Floor East and West	Children's Services Trust
Britwell Contact Centre	Children's Services Trust
2 Priors Close	Children's Services Trust
Respond, Priors Close	Adult Social Services
Lavender Court, Priors Close	Adult Social Services
Priors Day Services, Priors Close	Adult Social Services
New Horizons, Pursers Court	Adult Social Services
Langley Resource Centre, Common Road	Adult Social Services
Elliman Resource Centre, DAAT	Adult Social Services
Solutions 4 Health (Newborn Health Check)	Adult Social Services

Portacabin, Haymill, Burnham Lane	Adult Social Services
Slough Bus Station	Bus Station
Slough Crematorium and Cemetery - Reception area and book of remembrance	Regulatory Services
Registration Service at The Curve	Regulatory Services
CCTV and Careline Control Centre	Regulatory Services
TS accessing BIG YELLOW storage	Regulatory Services

9. Appendix 3

9.1 Slough Borough Council Corporate Estate Display Energy Certificate Record

Property description	Post code	DEC Rating	DEC expiry
1 Priors-Lavender court	SL1 2BQ	E 121	30.08.25
2 Priors-Breakaway	SL1 2BQ	E 121	30.08.25
3 Priors-Respond	SL1 2BQ	E 121	30.08.25
4 Priors Close	SL1 2BQ	G 251	30.08.25
Britwell Community centre	SL2 2DS	D 92	30.08.20
Cippenham Community Centre	SL1 5DJ	C 57	25.08.25
Cippenham Library	SL1 5RB	C 59	25.08.25
Curve	SL1 1XY	C 58	31.11.21
Elliman Resource Centre	SL2 5DL	D 99	30.08.25
Kederminster Changing Room	SL3 7QL	B 48	30.08.25
Langley Pavilion	SL3 8BS	C 65	30.08.25
Manor Park Community centre	SL2 1NP	E 116	30.08.25
Manor Park Pavilion (Hall)	SL2 1NP	G237	30.08.25
Mercian way changing room	SL1 5LY	B36	30.08.25
New Horizon (Berkshire Healthcare and NHS Trust)	SL2 5BX	C 68	On hold due to refurbishment
Slough Centre nursery school	SL1 3EA	D 84	30.08.25
Slough Crematorium	SL2 5AX	G 595	30.08.25
St Martins Place	SL1 3UF	F149	30.06.21
Upton Lea Community centre	SL2 5JW	D 78	30.08.25
Upton Court park changing room	SL3 7LT	C56	30.08.25
Weekes Drive	SL1 2YN	D 94	30.08.25

10. Appendix 4

10.1 Carbon Management Plan Slough Schools List June 2020

List of Schools by type and number of students in borough of Slough. Last updated on 16/01/2020.

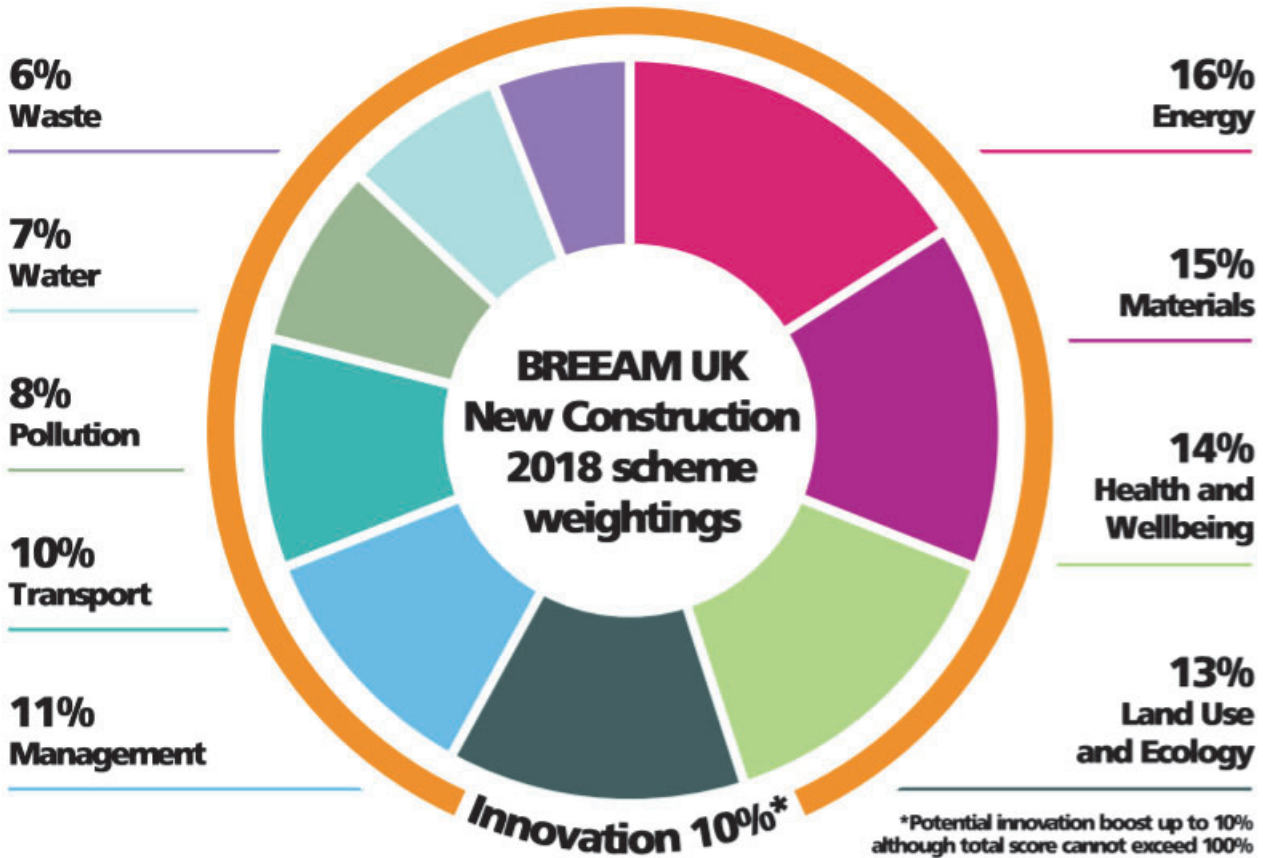
School Name	School Type (at time of census)	Total on Roll (Jan 2020)
Baylis Court Nursery	Community	122
Chalvey Early Years Centre	Community	91
Cippenham Nursery School	Community	119
Lea Nursery School	Community	118
Slough Centre Nursery School	Community	120
STANDALONE NURSERY TOTAL		570
Castlevew School	Academy	503
Cippenham Infant School	Academy	256
Cippenham Primary School	Academy	799
Claycots School	Community	1732
Colnbrook CE Primary School	Academy	210
Foxborough Primary School	Academy	233
Godolphin Junior Academy (The)	Academy	472
Holy Family Catholic Primary School	Voluntary Aided	453
Iqra Slough Islamic Primary School	Voluntary Aided	619
James Elliman Academy	Academy	781
Khalsa Primary School	Voluntary Aided	484
Langley Academy Primary (The)	Free School	501
Langley Heritage Primary (The)	Academy	583
Langley Hall Primary Academy	Free School	744
Lynch Hill School Primary Academy	Academy	933
Marish Primary School	Academy	813
Montem Academy	Academy	904
Our Lady of Peace Catholic Primary and Nursery School	Voluntary Aided	587
Penn Wood Primary and Nursery School	Community	719
Phoenix Infant Academy	Academy	301
Pippins School	Foundation	196
Priory School	Foundation	786
Ryvers Primary School	Academy	710
St Anthony's Catholic Primary School	Academy	569
St Ethelbert's Catholic Primary School	Academy	429
St Mary's CE Primary School	Voluntary Controlled	672
Western House Academy	Academy	698
Wexham Court Primary School	Community	704
Willow Primary School	Academy	475

PRIMARY TOTAL		17866
Baylis Court School	Academy	891
Beechwood School	Academy	805
Ditton Park Academy	Free School	972
Eden Girls School	Free School	561
Herschel Grammar School	Academy	1044
Langley Grammar School	Academy	1176
Langley Academy	Academy	1098
Lynch Hill Enterprise Academy	Free School	619
Slough and Eton C of E Business and Enterprise College	Academy	1114
St Bernard's Catholic Grammar School	Voluntary Aided	909
St Joseph's Catholic High School	Academy	983
Upton Court Grammar School	Academy	1044
Westgate School	Academy	1145
Wexham School	Community	844
SECONDARY TOTAL		13205
Grove Academy	Free School	538
ALL THROUGH TOTAL		538
Arbour Vale School	Academy	312
Haybrook College	Academy	140
Littletdown School	Academy	34
SPECIAL TOTAL		486
SLOUGH SCHOOLS TOTAL		32665

11. Appendix 5

11.1 BREEAM assessment weightings

Example of BREEAM assessment weightings.³⁰






















































³⁰BREEAM assessment weightings, BREEAM:
https://www.breeam.com/NC2018/content/resources/output/10_pdf/a4_pdf/print/nc_uk_a4_print_mono/nc_uk_a4_print_mono.pdf

12. Appendix 6

12.1 Table showing GHG data quality from financial years 2016/17, 2017/18 and 2018/19

The table below gives an indication of data quality for each major source of emissions by source and year.

	Actual data		Estimated using data from other years
	Estimated using data from other sites		Estimated using data from third parties

	16/17	17/18	18/19
Scope 1			
Gas - Corporate Buildings			
Gas - Community Schools			
Chalveley Early Years Centre			
Claycots School			
Wexham School			
Cippenham School			
Fridges			
Fleet - Housing Fleet Vans			
Fleet - Community Transport Fleet			
Fleet - DSO Environmental Services (Refuse Fleet)			
Scope 2			
Electricity - Corporate Buildings			
Electricity - Community Schools (other schools)			
Chalvey Early Years Centre			
Claycots School			
Slough Centre Nursery			
Wexham School			
Cippenham School			

Scope 3			
Business Mileage - Council Staff			
Business Mileage - Agency Workers			
Business Mileage - Slough Children's Services Trust			
Outsourced Mileage			
Amey			
Interserve			
Bouygues			
Other providers (Osbourne and Indigo)			
Council Waste			
Paper Usage			
Water			
Leisure Centre and PFI and Foundation schools			
Leisure Centre - Electricity			
Leisure Centre - Gas			
Gas - PFI and Foundation schools			
Arbor Vale School			
Penn Wood Primary			
Beechwood School			
Pippin School			
Electricity - PFI and Foundation schools			
Arbor Vale School			
Penn Wood Primary			
Beechwood School			
Pippin School			

13. Appendix 7

13.1 Slough Borough Council's remaining carbon budget targets by GHG emission source in tCO₂e

GHG Emissions source	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30
Scope 1: Gas consumption	2508	2229	1950	1672	1393	1114	836	557	279	0
Scope 1: Owned transport	1043	927	812	696	580	464	348	232	116	0
Scope 1: Fugitive emissions	0	0	0	0	0	0	0	0	0	0
Scope 2: Purchased electricity	3585	3187	2789	2390	1992	1594	1195	797	398	0
Scope 3: Waste	15	14	12	10	9	7	5	3	2	0
Scope 3: Transport	758	673	589	505	421	337	253	168	84	0
Scope 3: Purchased goods and services	79	70	61	52	44	35	26	17	9	0
Scope 3: Water supply	62	56	49	42	35	28	21	14	7	0
Scope 3: Electricity and gas supply chain	1151	1023	895	768	640	512	384	256	128	0

Carbon management plan, April 2020 - March 2030

B) RECOMMENDATION OF THE CABINET FROM ITS MEETING HELD ON 16TH NOVEMBER 2020: SBC COVID 19 RECOVERY AND SKILLS

1. Purpose of Report

- 1.1 To provide an update on the Council's plans for recovery from the Coronavirus pandemic and to highlight the initiatives around skills.

2. Recommendations

- 2.1 That the Council's plans be noted for medium term recovery and long term renewal as an organisation, for Slough the place and our communities and in particular the initiatives around skills.

3. The Slough Joint Wellbeing Strategy 2020-24

- 3.1 Coronavirus has the potential to impact on the delivery of all of the Wellbeing Board's priorities:

1. Starting Well
2. Integration
3. Strong, Healthy and Attractive Neighbourhoods (Building Community Asset Resilience)
4. Workplace Health

4. Five Year Plan 2020-24 Outcomes

Coronavirus has the potential to impact on the delivery of all of the Five Year Plan's priority outcomes:

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

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

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

Outcome 4 Our residents will live in good quality homes

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

5. Other Implications

(a) Financial –

There are no financial implications arising from this report. However, the expectation is that the delivery of the skills related projects will require demands for funding that will be made through Growth Bids as required in future financial years.

- (b) **Risk Management** – There are no identified risks to the proposed actions in this report. A Covid 19 risk register is submitted to Cabinet on a regular basis with the update on Covid actions.

- (c) **Human Rights Act and Other Legal Implications** - There are no Human Rights Act implications associated with the proposed actions.
- (d) **Equalities Impact Assessment** - There is no requirement to complete an Equalities Impact Assessment in relation to this report.

6. Supporting information

- 6.1 The Council acted swiftly in response to the introduction of the 'lockdown' by the UK government in March which saw non-essential businesses close down and the population (with the exception of Key Workers) instructed to work from home.
- 6.2 We have ensured that the most vulnerable in our community received the help and support they needed particularly those who were isolating as part of the Shielding programme, the homeless and those at risk of harm. We administered at a local level the national business support schemes and undertook research of local employers with employees who were furloughed and those at risk of redundancy when the scheme ends.
- 6.3 At the same time as managing the immediate response to the crisis we have therefore been developing our plans for economic recovery and renewal of the town. Clearly the closure of most businesses combined with the national economic outlook meant that we needed to be in a position where we had robust plans to ensure the resilience of our local economy, the survival of businesses and the creation of new opportunities for employees whose futures were at risk.
- 6.4 Elsewhere our recovery plan focusses on the inevitable health, wellbeing, social and financial aftershocks of the public health crisis.
- 6.5 The attached slides (Appendix A) provide an overview of the priorities and actions for recovery and renewal with a focus on skills.
- 6.6 A summary of the initiatives that are focussed on recovery and skills is set out below:

1. The Slough Inclusive Growth Strategy 2020-25

The Strategy was adopted in June and has the vision that:

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

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

- 1) Creating secure and productive jobs
- 2) A skills system working for all

- 3) Regeneration and infrastructure unlocking growth
- 4) Enterprise and scale up ecosystem
- 5) Inclusive and sustainable neighbourhoods
- 6) Connecting and celebrating Slough

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

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

It will be delivered by the newly established **Regeneration Economy and Skills Board**, (private, community and education partnership) **and our Covid Recovery Plan**.

2. Future Skills Hub

The immediate need to address the vast and rising unemployment level and a significant displacement of the labour market will be addressed by the Future Skills Hub through a coordinated approach to the brokerage of various services. By helping to link communities, education and skills providers and employers the Hub will play a central role in supporting with the recovery from the current Covid 19 related crisis. The Hub will bring alignment, structure and support to help those many who have faced or are at risk of redundancy and unemployment.

By bringing Higher Education provision to the borough for the first time, the Hub will also act as an enabling mechanism for crucial upskilling and reskilling and raise career aspirations, preparing residents for future demands of the world of work. The ultimate aim of the Future Skills Hub is to enable residents to gain the relevant skills to be employable now and in the future by adapting to the changing needs of the labour market.

The Hub will be delivered from Observatory House but services are being planned virtually until the time we can bring people into the facility and open spring/summer time 2021

The services of the Future Skills Hub will include:

- employability training interventions incl. CV and interview techniques
- individual careers mentoring

- community outreach and IAG
- qualifications and skills delivery
- apprenticeship, traineeship and Kickstart placement brokerage
- a greater focus on sector academies – the Hub can be the platform from where the Construction Academy takes off and supports employment and training in this sector and then matches people to the opportunities in the 15 year regeneration programme underway in the town centre.

Slough Borough Council will own and oversee the project and procure a fit out/ design and build supplier. The service of the operational Hub will be delivered collaboratively by partner organisations and centrally coordinated by Slough Borough Council. The foundation partners of the project are:

- Windsor Forest Colleges Group
- Royal Holloway University
- DWP Job Centre Plus Slough

The project partners will organise themselves as a Board to direct, monitor and evaluate the operation of the Hub.

3. Slough Innovation Space

This will provide business start up entrepreneurs in the digital and technology sector with a physical space and 1:1 business guidance on how to grow their business and test out new ideas and products. This will help us grow our business case, create jobs for residents and ensure a vibrant local economy.

The Facility will operate from OH and open spring/summer time 2021

4. Construction Academy

The Future Skills Hub will be used as a platform to set out a Construction Academy. It requires a coordinated approach, bringing Partners together to deliver on a common purpose. There are 4 key components to this approach:

1. Available growing number of jobs in this sector – linked to the number of jobs emerging with regeneration projects in the TC.
2. Aligning careers and information guidance to this sector and working with training providers, colleges to ensure their courses are delivering the skills needs of this sector
- 3 Raising awareness of opportunities - Working with the Job Centre ensuring unemployed people are matched to these jobs
- 4 Helping employers recruit from this pool of local and recently trained cohorts

5. Health & Social Care Academy

Our ambition is to introduce a new Berkshire-wide (East & West) Health and Care Academy that will fill an existing skills gap in the community, care and hospital sector. We have been liaising with Frimley Health Integrated Care System and Wexham Park

Hospital regarding the potential to get more people (locally) trained into Nursing and Midwifery and wider health and care jobs.

The new Health and Care Academy would complement the proposed Construction Academy, providing a broader range of opportunities for local people – providing an “easy pathway” into local and sustainable employment. We would also tackle the shortfall of trained BAME staff within the health and social care sector and would explore positive action in training to redress this imbalance – thus simultaneously creating jobs and tackling inequality. We will look at volunteering and apprenticeships as part of the package of opportunities. In addition to the Construction Academy, the proposed Health and Care Academy will have close ties to the Future Skills hub and proposals for a local university in Slough.

6. Berkshire Opportunities Portal

This online portal picks up all the vacancies across Berkshire and brings it onto one site. It also provides information on training and careers support. Employers with vacancies can make sure their vacancies are featured. They can also have a greater presence on the website by getting their logos onto the site.

<https://www.berkshireopportunities.co.uk/>

7. Comments of other committees

- 7.1 Cabinet considered the report at its meeting held on 16th November 2020 and recommended that an update on the plans for recovery from the Coronavirus pandemic be reported to Council.

8. Conclusion

- 8.1 This report provides an update on our plans for recovery and renewal with a focus on skills.
- 8.2 Future updates will be provided to reflect the way in which the Council is continuing to respond in a proactive way to the challenge of Covid and will focus on updates to specific themes.

9. Appendices attached

A – Recovery and Renewal planning (slides)

10. Background papers

None.

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Covid 19 Recovery & Skills Cabinet November 2020

Slough Borough Council's COVID-19 Strategy

Purpose:

SBC is caring, proactive, resilient, skilled and here to serve

Key objectives:

We will keep Critical and Priority functions running to care for and support our residents

We will keep our staff safe

We will quickly implement the Government's emergency initiatives affecting local residents and businesses

We will work in partnership with strategic partners, other public sector organisations, the voluntary sector and community groups to provide services to local people

We will prepare for the recovery of the Council and the town

Initiatives:

We have established robust command and control arrangements

We have established 9 Task Groups to deal with our Critical and Priority areas

We have enabled most staff to work from home

We are sustaining critical services by redeploying staff skills and resources

We have established an Ops Room to log and administer instructions and guidance and resolve immediate operational issues

Commitment of staff

Our staff will:

Adhere to the SBC COVID -19 strategy

Look after themselves, their families and friends

Work from home if possible but recognise this may not always be possible

Follow social distancing when required to work away from home

Communicate with their managers daily to receive instructions and pass on information

Be ready to redeploy themselves and their skills within critical and priority areas, as and when required

Maintain Business as Usual when not dealing with COVID-19

RESPONSE PLAN

Response

Recovery

Renewal

- Agree timetable to **wind down emergency planning** arrangements (GOLD / Silver, Operations room, daily service reporting etc.)
- Implement requirements for **Local Outbreak Control Plans** and **Test and Trace**
- Undertake **lessons learned** exercise to inform planning for potential future second wave
- Roll out process for **reopening SBC** buildings
- Maximise opportunities to maintain collaboration with **voluntary, community and faith sectors**
- Identify **key strategic partners** to work with to maintain momentum created with initial response
- Scope approach to capturing One Slough **data and information** sets and a common picture
- **Silver task groups** to identify priority areas for Recovery Plan
- Align **statutory and regional** recovery plans

WHAT WE KNOW ABOUT THE CONTEXT

COVID-19 IS FUNDAMENTALLY CHANGING THE OPERATING CONTEXT FOR THE NEXT 18 MONTHS +

4 waves of health need

- Covid-19 victims (over 2 waves)
- Unmet demand from lockdown
- Escalation of health conditions from lockdown
- Long-term HWB impacts of isolation re mental health, poverty, immobility

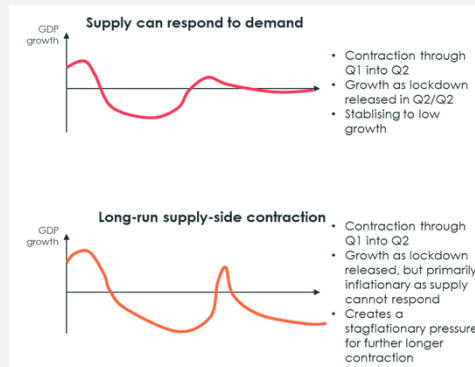
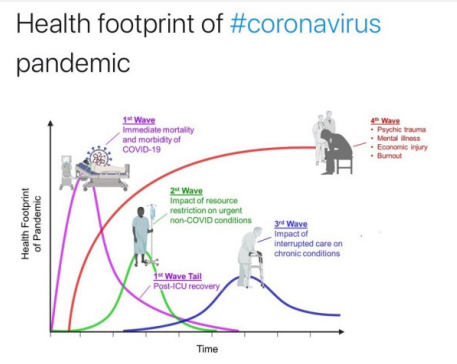
Page 68

Negative impact on economy

- Macro-shock to GDP
- Increased bankruptcy
- Increased indebtedness
- Increased poverty
- Likely to be a sustained period of low growth in all scenarios

SBC service challenge

- Backlog of demand
- More demand
- More complex demand
- Demand from a greater range of customer types (with different expectations)
- Reduced revenue generation



The pre-Covid ways of working cannot meet the demand and capacity challenge



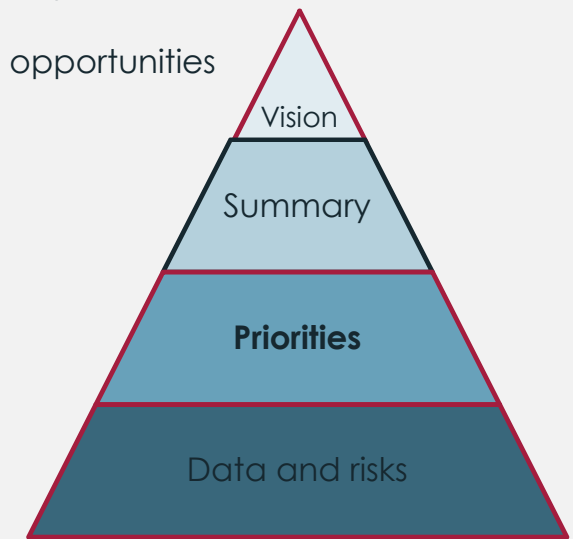
RECOVERY PLAN - PRIORITIES

Response

Recovery

Renewal

- Maintain **momentum from positive trends** emerging from initial response
 - workforce flexibility (One Council)
 - community and partnership (One Slough)
 - local knowledge and intelligence (whole system)
- Agree priority areas to **tackle demand** backlogs and potential for **self-serve / saying no / role of (all) partners**
- Agree priority areas for **community** recovery and **reopening Slough** including The Curve as the heart of the community
- Agree priority areas for **business** recovery and **reopening Slough** to weather the economic impact
- Support for our **residents** to ensure they have the **skills** to access employment and industry opportunities
- Establish a single view of **debt**
- Agree actions to support the '**health-wealth**' virtuous cycle
- Implement **statutory and regional** recovery plans
- Implement **Our Futures** Operating Model
- Agree **governance and delegated decision-making**
- Map key **dependencies, risks** and mitigation



RECOVERY PLAN

Response

Recovery

Renewal

➤ **Maintain momentum from positive trends emerging from initial response**

➤ **workforce flexibility (One Council)**

- All staff able to work remotely – IT check
- Many upskilled in new areas ensuring built in resilience for the future – skills audit
- Flexibility has demonstrated ability to adapt ahead of Our Futures

➤ **community and partnership (One Slough)**

- The One Slough collaborative approach has emerged
- Align and embed One Slough Community Response Action Plan
- Closer relationships exist with the LEP, CCG
- Rollout of Localities Model
- Maintain momentum following increase in use of website and digital channel
- *Link in work on the C&V sector commissioning spec*

➤ **local knowledge and intelligence (whole system)**

- Maintain oversight and analysis of new datasets – e.g. master list of vulnerability
- Identify data required e.g. current and future demand
- Request local Slough level analysis of regional datasets – e.g. CCG, LEP (e.g. residents furloughing)
- Better population information to allow segmentation, targeting and risk reduction
- Rebaselining data to establish a new position to inform a different conversation and new thinking
- Analysis to assess whether we are seeing repeat instances within the same families or geographical areas

RECOVERY PLAN

Response

Recovery

Renewal

- **Agree priority areas to tackle demand backlogs and potential for self-serve / saying no / role of (all) partners**
- Quantify casework, face-to-face visits in specific service areas – coordinated delivery across new Operating Model
- Review front facing service issues – housing, adult and children’s social care, admissions and referrals
- Routine, urgent and emergency repairs (RMI / Osborne’s)
- Mental Health and the impact of lockdown on all age groups - children, young people, adults and the wider community
- Specific mental health issues from rough sleepers and street drinkers
- School admissions – number of children who haven’t been placed in schools / Fair access
- Education – catching up with academic performance
- Children’s centres have not been offering the full offer of services which may have caused a backlog in areas of our intervention agenda
- Backlog of fraud investigations (1-1 interviews haven’t been conducted for court cases)

The pre-Covid ways of working cannot meet the demand and capacity challenge – cannot be solely a ‘demand led’ response

“It’s not the same as it was before” : New ways of thinking to meet demand and prioritise backlogs – to future proof the organisation – concept of ‘targeted universal’

Our Futures Operating Model principles – inverted triangle, early intervention and prevention, community and partnership working

RECOVERY PLAN

Response

Recovery

Renewal

- **Agree priority areas for community recovery and reopening Slough including The Curve as the heart of the community**
 - One Slough and building of capacity within the C&V sector (One Slough Action Plan)
 - Opening of the High Street – task force already convened to open High St safely, social distancing etc.
 - Opening The Curve as the heart of the Slough community
 - Opening Localities buildings and links with community development
- **Agree priority areas for business recovery and reopening Slough to weather the economic impact**
 - Maintain pace of key Regeneration projects (hotels, NW Quadrant and town centre)
 - Partnered with Segro and LEP to understand changing needs of non-retail businesses (e.g. debt, business planning support)
- **Support for our residents to ensure they have the skills to access employment and industry opportunities**
 - Inclusive Growth Strategy –
 - Understand the new emerging landscape for businesses
 - Establishment of Regeneration, Economy and Skills Board
 - Innovation Hub to support small businesses
 - Employment support and reskilling of residents
 - Royal Holloway delivering Higher Education in Slough
 - Slough 2040 vision – event 27 July

RECOVERY PLAN

Response

Recovery

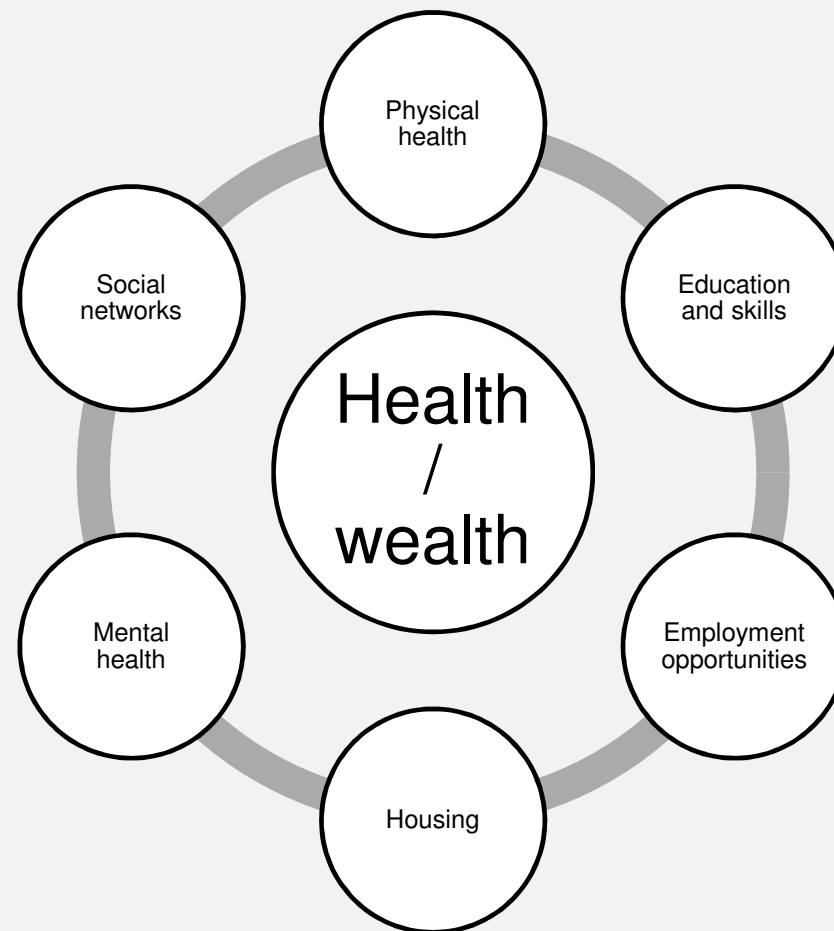
Renewal

➤ **Establish a single view of debt**

- Analysis as part of Our Futures Operating Model design
- Debt to the Council has built up - council tax and housing benefit income
- Wider debt to external agencies
- Early intervention and prevention – link across council and with partners

➤ **Agree actions to support the 'health-wealth' virtuous cycle**

- Understanding that health leads to wealth – wealth leads to health
- Addressing factors contributing to poverty: housing, education, skills, employment, health
- Health in All Policies (Public Health)
- Public Health Keeping Well Recovery Framework initiative
- Public health action plan to target those most at risk of Covid 19
- Frimley – improving digital capacity of residents



RECOVERY PLAN

Response

Recovery

Renewal

➤ **Implement statutory and regional recovery plans**

- Berkshire Recovery Plan – early July
- Local Outbreak Management Plan – Cabinet 30 June
- Frimley Integrated Care System
- Local Enterprise Partnership
- DfE statutory provision for opening of educational establishments

➤ **Implement Our Futures Operating Model**

- Maximise new culture of workforce flexibility
- Support new senior management structure to implement next phase of Our Futures – focussing on new ways of thinking and working – not legacy issues
- Coordinate delivery with partners including development of 2040 vision

➤ **Agree governance and delegated decision-making**

- Align Recovery plan with lessons learned for Business Continuity and Emergency Planning
- Spending – determine governance arrangements
- Ensure appropriate approvals for changes to ways of working
- Ensure opportunity for lessons learned to inform levels of delegated leadership vs command and control

➤ **Map key dependencies, risks and mitigation**

- Risk Register to be reviewed at Risk & Audit Committee
- Feed into regional Community Impact Assessment (CIA) overseen by Environment Agency as part of Berkshire Recovery work

Overarching Framework – Inclusive Growth Strategy 20-25

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

Adopted at Cabinet June 2020

6 broad priorities –

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

Governance - Regeneration Economy and Skills Board



SLOUGH 2040 VISION

Borough Strategy

5 Year Plan

Wellbeing Board

Safeguarding Partnership

Safer Slough Partnership

I
G
S



Working groups falling out of IGS based around 6 Priorities



I
G
S

TC
Framework

Local
Plan

Transport
Strategy

Meanwhile
Strategy

+++++

Priority 2 – Skills System working for all – Future Skills Hub

1. **Job search** Supporting recovery – people facing redundancies and unemployment portal - Live now

<https://www.berkshireopportunities.co.uk/>

2. **FutureSkills Hub** in partnership with Langley College and RH Uni – subject to MHCLG Funding of £2m

- A central Hub where multitude of providers can collaborate and align to offer services.
- This links into Partnership with Royal Holloway University HE delivery – approx 2022/23
- OH 5th Floor North side – fit out operator being procured currently to design a learning space
- Go live April 2021



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

Construction and Health & Social Care Academies

Construction Academy

A coordinated approach, bringing Partners together to deliver on a common purpose. There are 4 key components:

1. Growing number of jobs in this sector – linked to the number of jobs emerging with regeneration projects.
2. Aligning careers and information guidance to this sector.
3. Raising awareness of opportunities - Working with the Job Centre ensuring unemployed people are matched to these jobs.
4. Helping employers recruit from this pool of local and recently trained cohorts.

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Health & Social Care Academy

Our ambition is to introduce a new Berkshire-wide (East & West) Health and Care Academy that will fill an existing skills gap in the community, care and hospital sector.

It would help provide a broader range of opportunities for local people – providing an “easy pathway” into local and sustainable employment.

We would also tackle the shortfall of trained BAME staff within the health and social care sector and would explore positive action in training to redress this imbalance.

We will look at volunteering and apprenticeships as part of the package of opportunities.

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

Priority 4 – Enterprise and Scale up ecosystem – Slough Innovation Space

The **Slough Innovation Space (SIS)** will significantly grow research and innovation infrastructure and capability in Slough in three ways:

1. **Fit out** of a brand new specialist R&D facility that facilitates collaborative research and actively supports Smart Specialisation – Procurement underway
2. **Design and operation** of an R&D accelerator programme for R&D researchers to help SMEs commercialise innovative products and services
3. **Creation of a new knowledge base** in Thames Valley Berkshire –
4. **Match funding Partners** – RH Uni, Brunel Uni, Heathrow Airport, LEP.
5. **Location** Observatory House 5th Floor South Side
6. **Funding Value** - £3.8m
7. **Go Live** April 2021



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

Priority 3 - Regeneration and Infrastructure unlocking Growth – Meanwhile Use Strategy

- Linked to the Town Centre Regeneration and Inclusive Growth
- Informing events, programme and activity
- Meanwhile activity being delivered with Developer and community Partners
- Focused around needs of communities and rediscovering the High Street
- ARUP commission
- Strategy complete Nov 2020

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

RENEWAL PLAN

Response

Recovery

Renewal

- Promote a **whole organisation**, and **whole system**, approach that actively discourages silo mentality;
- Acknowledges and builds upon the momentum created with the **voluntary, community, charitable, faith sectors** to reinforce their role as key strategic partners;
- Promote SBC as a **partner of choice** across central government departments;
- Seek to enhance existing partnerships with the **private sector**;
- Accelerate **regeneration and investment** in Slough so that existing projects do not lose momentum and that original delivery timescales are maintained, where this is within the control of the Council and its delivery partner;
- Create a **wealth/health virtuous circle** that can be reinvested in Slough; **that** is the **catalyst for a renewed Slough** that places an emphasis on improved health & wellbeing, promotes inclusive growth, reduces isolation and champions social cohesion

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SLOUGH BOROUGH COUNCIL

REPORT TO: Council

DATE: 24th November 2020

CONTACT OFFICER: Janine Jenkinson – Senior Democratic Services Officer
(For all Enquiries) (07511 048406)

WARD(S): All

PART I
FOR DECISION**REVIEW OF MEMBERS ALLOWANCE SCHEME - RECOMMENDATIONS OF THE INDEPENDENT REMUNERATION PANEL****1. Purpose of Report**

To present the report and recommendations of the Independent Remuneration Panel (IRP) in respect of the Council's Members' Allowances Scheme.

2. Recommendation(s)/Proposed Action

Council is requested to:

(a) consider the Independent Remuneration Panel's report and recommendations (attached at Appendix A), a summary of which is set out in paragraph 5.1 of this report, and to resolve what action should be taken in respect of these recommendations; and

(b) resolve that the agreed recommendations be implemented from April 2021, following consideration as part of the Council's forward budget-setting process for 2021-2022 municipal year.

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

The Members' Allowances Scheme helps to ensure that as many people from a wide range of backgrounds, experience and skills can serve as councillors and that they are not barred from standing due to financial pressures. In addition, the Scheme aims to ensure that councillors are not financially disadvantaged by serving as Members. By attracting and enabling people of the right calibre to stand for election the Council will be able to further its key priorities effectively.

4. Other Implications**Financial**

The Council leadership does not wish to implement the recommendations during the current year. Recommendations agreed by Full Council will be implemented from April 2021, following consideration as part of the Council's forward budget-setting process for 2021-2022 municipal year.

Human Rights Act and Other Legal Implications

The Local Authorities (Members' Allowances) (England) Regulations 2003 (the 2003 Regulations) require local authorities to make a Scheme of Allowances for their Members and to establish and maintain an Independent Panel to make recommendations to the Council about the Scheme in respect of which it must have regard before amending the Scheme.

There are no human rights implications and there are no significant staffing implications other than amending the Members' Allowances Scheme and implementing any resultant changes to allowance payments made to members.

5. **Supporting Information**

An Independent Remuneration Panel (the IRP) was convened for Slough Borough Council to advise the Council on its current Members' allowances scheme, with particular reference to the Basic Allowance, Special Responsibility Allowances (SRAs) for the Cabinet Members on the Commercial Sub-Committee and Vice Chairs of the Scrutiny Panels.

The IRP was asked to convene (remotely) as soon as possible, with a view to its report being submitted to the Council as soon as practicable but by July 2020 at the latest. However, in view of the current Covid-19 situation – November Council was agreed as the revised date for the report.

The IRP was convened under *The Local Authorities (Members' Allowances) (England) Regulations 2003 (SI 1021)* (the 2003 Regulations). These regulations require all local authorities to set up and maintain an Independent Members' Remuneration Panel to periodically review and provide advice on Members' allowances. All Councils are required to convene their Remuneration Panel and seek its advice before they make any changes or amendments to their allowances scheme and they must 'pay regard' to the IRP's recommendations before setting a new or amended Members' Allowances Scheme.

Summary of Recommendations

- 5.1 The recommendations contained within the IRP's report are set out below for ease of reference:

Recalibrating the Basic Allowance 2020

The IRP has chosen to recommend the recalibrated the Basic Allowance as:

- It is methodologically robust and replicates and updates the original basis of the current Basic Allowance.
- While it is less than the benchmarked mean Basic Allowance in the SEE Survey and CIPFA benchmarking groups and somewhat higher than the mean paid in the other Berkshire Unitary Councils it is approximately mid-way between the two Berkshire Councils comparable to Slough, namely Bracknell Forest (£8,687) and Windsor and Maidenhead (£8,143).

The IRP recommends that the Basic Allowance is set at £8,438.

Members appointed to the Commercial Sub-Committee

The IRP was asked to specifically consider the impact of the Commercial Sub-Committee on the workload and responsibilities of members appointed to it.

During the review the IRP heard that it was a reasonable expectation for all Cabinet Members to sit on and occasionally chair outside bodies, partnership organisations and other stakeholder bodies. Moreover, while the Commercial Sub-Committee is responsible for focusing on and overseeing the Council's commercial activities the broader risk is being held by the whole Cabinet. The IRP recognised that there may well be discrepancies in the workloads and responsibilities held by individual Cabinet Members but it also recognises that some of this is a case of 'swings and roundabouts' – what may be a smaller portfolio currently could become larger in the future depending on central government priorities for local government and the fallout of the on-going Coronavirus crisis.

As such, the Panel took the view that the SRAs for all the Executive Members needed to be revised and recommended the following:

The Leader of the Council

The IRP recommends that the SRA for the Leader is set at £21,939.

The Deputy Leader

The IRP recommends that the SRA for the Deputy Leader is set at £15,357.

The other Lead (Cabinet) Members (6)

The IRP recommends that the SRA for the other Lead (Cabinet) Members is set at £12,066.

Vice Chair of the Scrutiny Panels (3)

The IRP is not recommending that the Vice Chairs of the three Scrutiny Panels are paid an SRA.

Issues Arising

Members sitting on the Licensing Sub-Committees

The IRP is not recommending that Members sitting on the Licensing Sub-Committee are paid an SRA.

Co-optees' Allowance

The IRP recommends no change to the Co-optees' Allowance.

The Dependants' Carers' Allowance

The IRP recommends the current annual cap annual cap of £520 on the DCA is raised to £1,040 per year.

The IPR recommends that for clarification purposes it would assist potential claimants if at the end of paragraph 9. (4) (Dependants Carers' Allowance) of the allowances scheme that the following qualifier was inserted –

“The DCA can be claimed for care provided by informal carers as long as it is receipted”.

6. **Conclusion**

The Council is asked to consider the recommendations made by the Independent Remuneration Panel set out in the attached report (Appendix A) and to agree what action should be taken in respect of them.

7. **Appendices Attached**

A - Independent Remuneration Panel Report (July 2020)

8. **Background Papers**

None

**A Review
Of the
Basic Allowance
And
Special Responsibility Allowances
for Executive Members appointed
to the Commercial Sub-
Committee and Vice Chairs of
Scrutiny Panels
For
Slough Borough Council**

**A Report by the
Independent Remuneration Panel**

**Fred Ashmore
Pat Davis
Dr Declan Hall (Chair)**

July 2020

A Review of the Basic Allowance

And

Special Responsibility Allowances

For

Executive Member appointed to the Commercial Sub-Committee

And

Vice Chairs of Scrutiny Panels

For

Slough Borough Council

A Report

By the

Independent Remuneration Panel

The Regulatory Context

1. This report is a synopsis of the proceedings and recommendations made by the Independent Remuneration Panel (the IRP) for Slough Borough Council to advise the Council on its current Members' allowances scheme, with particular reference to the Basic Allowance, Special Responsibility Allowances (SRAs) for the Cabinet Members on the Commercial Sub-Committee and Vice Chairs of the Scrutiny Panels.
2. On this particular occasion the IRP was convened under *The Local Authorities (Members' Allowances) (England) Regulations 2003 (SI 1021)* (the 2003

Regulations). These regulations require all local authorities to set up and maintain an Independent Members' Remuneration Panel to periodically review and provide advice on Members' allowances. All Councils are required to convene their Remuneration Panel and seek its advice before they make any changes or amendments to their allowances scheme and they must 'pay regard' to the IRP's recommendations before setting a new or amended Members' Allowances Scheme.

3. As such, since the Council is seeking to consider the appropriateness of changing the Members' Allowances Scheme in response to changes in governance structures in particular, the IRP has been reconvened the IRP under the following *2003 Regulations [19. (1)]*, (the duty to have regard to recommendations of Panels clause) which states:

Before an authority referred to in regulation 3(1) (a), (b), or (c) makes or amends a scheme, the authority shall have regard to the recommendations made in relation to it by an independent remuneration panel.

Terms of Reference

4. Following the Group Leaders meeting on 19th February 2020 the IRP was given a specific terms of reference, namely to make recommendations on the following, namely to consider:
- i Whether the current benchmarking supports any change to the Basic Allowance
 - ii Whether the current approach in setting Special Responsibility Allowances (SRAs) for the Leader and Lead Members is still appropriate taking into account the establishment of the Commercial Sub-Committee
 - iii Whether there should be a Special Responsibility Allowance (SRA) for Vice Chairs of the three Scrutiny Panels
5. The IRP may make further recommendations with respect to Members' Allowances as it sees fit.

The IRPP and Process

6. The Council reconvened its IRP (as a 'virtual' Panel) consisting of the following members:
- Fred Ashmore: Retired senior police officer (Thames Valley), former independent (co-opted) Chair of Slough Borough Council Standards Committee and former Slough Borough Council Independent Person appointed under Localism Act 2011

- Pat Davis: A solicitor and local businesswomen
- Dr Declan Hall (Chair): A former academic at the Institute of Local Government, The University of Birmingham and currently an independent consultant specialising in Members' Allowances and support.

Process and Methodology

7. As befitting the current times the IRP carried out this supplementary review as a “virtual” IRP. Although the *Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility) of Local Authority and Police and Crime Panel Meetings (England and Wales) Regulations 2020 (SI No. 392)*, which permit the Council to meet remotely in the time of this coronavirus lockdown they do not specifically apply to the IRP. However, there is no prescription for the IRP to meet physically. As such, it met remotely in the spirit of the Regulations 2020/SI392 as they apply to Councils on the following occasions:
- 29th April 2020
 - 4th May 2020
 - 7th May 2020
8. Prior to the remote meetings all IRP Members were sent the relevant information to inform their meetings with Members and Officers. Subsequently, the Chair of the IRP took the lead in formulating recommendations and in writing the first draft of the report for comment and further amendment by other IRP members. When all IRP members agreed on the recommendations it was only then that the report was submitted to the Council for consideration.

Timescale

9. The IRP was asked to convene (remotely) as soon as possible (after the Leaders meeting on 19th February 2020) with a view to its report being submitted to the Council as soon as practicable but by July 2020 at the latest. However, in view of the current Covid-19 situation – November Council was agreed as the revised date for the report.

Information considered by the IRP

10. The IRP was asked to take into account *inter alia* the following range of evidence:
- Relevant information on Slough Borough Council including previous IRP reports, the schedule of meetings for the Council, committees and sub committees and their terms of reference,

- The views of Members, both oral and written
 - Officer briefings on the developments in Council structures and to answer factual questions from the IRP
 - The range and level of allowances payable in the comparator group of authorities utilised for benchmarking purposes, namely
 - * The Unitary Councils that replied to the annual allowances survey by the South East Employers (SEE) for 2019/20
 - * The 5 other Berkshire Unitary Councils
 - * As a third benchmarking group was raised with the IRP it also benchmarked against Slough's 10 'Nearest Neighbours" (2014 model) as defined by the Chartered Institute of Public Finance Accountancy (CIPFA)
 - Other relevant supporting material such the 2003 Members Allowances Regulations, 2006 Statutory Guidance on Members Allowances, and advice of the Panel Chairman on issues and options to consider when reviewing allowances.
11. For further details on the information reviewed by the IRP and the Members who met with and/or made written submissions and Officers who provided factual briefing to the IRP see the following appendices:
- Appendix 1: full list of evidence and information received and reviewed by the IRP
 - Appendix 2: list of Councillors who met remotely with the IRP and made written submissions
 - Appendix 3: Officers who provided briefings to the IRP
 - Appendix 4: summary of the benchmarking carried out by the IRP

The Panel's Recommendations – the Basic Allowance

Recalibrating the Basic Allowance 2020

12. The basis of the current Basic Allowance (£7,779) is rooted in the 2010 review when the IRP reset it in accordance with the advice laid out in the 2006 Statutory Guidance (paragraph 67) which states that when an IRP is arriving at the recommended Basic Allowance it should consider the following:

Having established what local councillors do, and the hours which are devoted to these tasks the local authorities will need to take a view on the rate at which, and the number of hours for which, councillors ought to be remunerated.

13. This paragraph is broken down into three variables

- I. Time required to undertake roles associated with the Basic Allowance
 - II. Element that should be discounted to recognise the voluntary principle, often known as the ‘Public Service Discount’ and conceptualised as the time spent working with constituents and local communities
 - III. Rate of remuneration, in other words what a Councillor’s time is worth
14. In the 2010 review the IRP assigned the following values to these three variables:
- I. Time – 2 days per week/104 days per year (arrived at primarily through Councillor Interviews)
 - II. Public Service Discount – 1/3 or 35 days per year (Councillor Census 2010 showed this to be the element spent on constituent issues) leaving 69 remunerated days per year
 - III. Rate of remuneration - £102.65 per day (based on Annual Survey of Hours and Earnings – ASHE – Table 8.7a Slough Median annual salary of £26,689 2009)
15. The IRP then utilised the following formula to arrive at the 2010 recommended Basic Allowance:
- 104 days per year minus 35 days for the public service discount
 - = 69 remunerated days X £102.65 per day
 - = £7,083 which the IRP rounded up to £7,100
16. The current Basic Allowance of £7,779 has been arrived at through annual indexation, based on the annual percentage increase awarded to local government staff.
17. The IRP has recalibrated the Basic Allowance by applying the most up to date values to the three variables as follows
- I. Time – 22 hours (2.75 days) per week/143 days per year (based on email to IRP Chair Stephen Richards from Local Government Association 21st October 2019 that shows the amount of time spent on all Council duties broken down by positions held and types of Council)
 - II. Public Service Discount (PSD) – 45 per cent or 65 days (based on Local Government Association – LGA – Councillors Census 2018 that shows for all Councillors/all Councils that the mean amount of time spent on “engaging with constituents, surgeries, enquiries” and “working with community groups”¹ was just over 45 per cent of total reported inputs)
 - III. Rate of Remuneration – £108.17 per day (based on ASHE 2019 Table 8.7a, median Slough Salary of £28,125 divided by 260 working days)

¹ “Working with community groups” was added to the questionnaire in 2013 thus increases the element of the Public Service Discount, which the IRP has always conceptualised as part of Councillors duties spent on ward, constituent and community matters.

18. Thus by applying the formula as set out in the 2006 Statutory Guidance it arrives at a recalibrated Basic Allowance as follows:

- (143 days per year – 65 days PSD) X £108.17 per day
- = 78 remunerated days X £108.17 per day
- = £8,438

Benchmarking the Basic Allowance

19. In accordance with the its terms of reference the IRP the benchmarked the allowances under consideration against

- I. Other Berkshire Unitary Councils
- II. Unitary Councils in the South East that replied to the South East Employers Members' Allowances Survey 2019 (adjusted to remove the zero value entries)

20. As it was raised in the representation made to the IRP it also used a third benchmarking groups namely:

- III. Slough's 10 Nearest Neighbours as defined by CIPFA (2014 model)

21. Benchmarking the Basic Allowance shows the mean values in the three benchmarking groups

- | | |
|---|--------|
| I. Other Berkshire Unitaries (mean) | £8,052 |
| II. SEE Survey (mean) | £9,522 |
| III. CIPFA 10 Nearest Neighbours (mean) | £9,853 |

22. Benchmarking clearly shows that the Slough Basic Allowance has fallen behind that paid in peer councils.

Representation received

23. As a third point in the triangulation process in arriving at a recommended Basic Allowance the IRP has taken into account the views of the Members. The general view was that the Basic Allowance should not be out of sync with peer authorities, which it clearly is.

The recommended Basic Allowance

24. The IRP has chosen to recommend the recalibrated Basic Allowance (£8,438) as

- It is methodologically robust and replicates and updates the original basis of the current Basic Allowance
- While it is less than the benchmarked mean Basic Allowance in the SEE Survey and CIPFA benchmarking groups and somewhat higher than the

mean paid in the other Berkshire Unitary Councils it is approximately mid-way between the two Berkshire Councils comparable to Slough, namely Bracknell Forest (£8,687) and Windsor and Maidenhead (£8,143)

25. The IRP recommends that the Basic Allowance is set at £8,438.

Members appointed to the Commercial Sub-Committee

26. In June 2019 the Cabinet agreed to form a new Commercial Sub-Committee, with the aim to maximise existing and future commercial and business development opportunities within the Council.

27. The full remit of the Commercial Sub-Committee is

- I. Implement a Commercial Strategy and develop an Action Plan that brings together all existing commercial activities including (but not limited to) Slough Urban Renewal (SUR), the Strategic Acquisition Board (SAB), the Council's Housing Companies (including DISH), the proposed Environmental Services Trading Company and other new commercial activities that arise.
- II. Oversee the 'commercial' strand of the Council's on-going Transformation Programme to ensure it complies with the Committee's Guiding Principles'.
- III. Consider business plans and business cases linked to new commercial activities and make recommendations to Cabinet or full Council, as appropriate.
- IV. Monitor and review agreed performance targets from each commercial function and recommend action as required.
- V. Review proposed land acquisition and/or property investment proposals, taking into account the extent to which the proposition fulfils the Council's policy objectives against a set of agreed criteria.
- VI. Make strategic land acquisition decisions on behalf of the Council in line with processes agreed via the Strategic Acquisition Board (SAB).
- VII. Report acquisitions to Cabinet.
- VIII. Oversee the development, and monitor progress, against the Council's 15-year financial plan.

28. The meetings are chaired by the Leader and it comprises of three additional Cabinet Members, appointed by the Leader. There are four scheduled meetings each municipal year. The Sub-Committee will produce a bi-annual report and an annual report each year for consideration by the full Council. It will also develop a Commercial Strategy and Action Plan subject to approval by the Council.

29. The establishment of the Commercial Sub-Committee reflects the rapidly changing nature of Slough, much of which centres around regeneration, urban development and renewal and commercial investments (including joint and commercial companies). The Commercial Sub-Committee seeks to align or in

certain instances replace the initiatives undertaken by the existing and new strands of commercial activity while enhancing accountability in a rapidly expanding area.

30. While the IRP has been asked to specifically consider the impact of the Commercial Sub-Committee on the workload and responsibilities of members appointed to it the IRP heard that it is a reasonable expectation for all Cabinet Members to sit on and occasionally chair outside bodies, partnership organisations and other stakeholder bodies. Moreover, while the Commercial Sub-Committee is responsible for focusing on and overseeing the Council's commercial activities the broader risk is being held by the whole Cabinet.
31. The IRP recognises that there may well be discrepancies in the workloads and responsibilities held by individual Cabinet Members but it also recognises that some of this is a case of swings and roundabouts – what may be a smaller portfolio currently could become larger in the future depending on central government priorities for local government and the fallout of the on-going Coronavirus crisis. As such, the Panel has taken the view that the SRAs for all the Executive Members needs revising and have addressed this below.

The Leader of the Council

32. The Leader's current SRA (£20,224) was originally arrived at in 2010 by following an approach set out in the 2006 Statutory Guidance paragraph 76 which states

One way of calculating special responsibility allowances may be to take the agreed level of basic allowance and recommend a multiple of this allowance as an appropriate special responsibility allowance for either the elected mayor or the leader.

33. This is known as the factor approach. In 2010 the IRP arrived at the recommended SRA for the Leader by multiplying the recommending Basic Allowance by a factor of 2.6. This factor was chosen as it was the mean factor in both the Berkshire Councils and the SEE Survey benchmarking groups.
34. The IRP has decided to maintain this approach as well as maintain the factor of 2.6 times the recommended Basic Allowance as it is broadly in line with the mean factor of the mean Basic Allowance and mean Leaders SRA in the three benchmarking groups:
- Berkshire Councils mean Leaders' SRA as factor of mean BA 2.7
 - SEE Survey mean Leaders' SRA as factor of mean BA 2.5
 - CIPFA Nearest Neighbours mean Leaders SRA as factor of mean BA 2.6
35. When the recommended Basic Allowance (£8,438) is multiplied by a factor of 2.6 it produces a tentative Leaders' SRA of £21,939.

36. The three benchmarking groups show the mean Leaders' SRA as follows:
- Berkshire Councils Leaders' SRA mean £21,891
 - SEE Survey 2019 Leaders' SRA mean £23,983
 - CIPFA 10 Nearest Neighbours Leaders' SRA mean £25,343
37. The IRP notes that tentative Leader's SRA of £21,891 is aligned with the Berkshire mean Leaders' SRA rather than the mean Leaders' SRA for the SEE Survey and CIPFA 10 Nearest Neighbours benchmarking groups. However, the latter two benchmarking figures are higher as they include councils whose Leaders are deemed to be full time equivalent e.g., Brighton and Hove with a Leader's SRA of £32,505 and total package of £45,507 and Thurrock with a Leader's SRA of £32,207 and a total package of £41,409.
38. The Slough IRP, while recognising that the role of Leader regardless of the individual holding the post precludes full time day time employment as it is normally understood, has never concluded it demands a full time commitment. Therefore, the IRP is content that an SRA of £21,939 for the Slough Leader is appropriate. It maintains the SRA for the Slough Leader on par with peers in other Berkshire Unitary Councils
39. **The IRP recommends that the SRA for the Leader is set at £21,939.**

The Deputy Leader

40. In arriving at the other SRAs the IRP has always employed an approach set out in the 2006 Statutory Guidance (paragraph 76) which states:
- A good starting point in determining special responsibility allowances may be to agree the allowance which should be attached to the most time consuming post on the Council (this maybe the elected mayor or the leader) and pro rata downwards for the other roles which it has agreed ought to receive an extra allowance.
41. This is known as the 'pro rata' approach. In effect, the Leader, with the greatest workload and responsibility, is by definition 100 per cent and other post holders are pro-rated as a proportion of that accordingly.
42. The Deputy Leader's current SRA (£14,156) has been set at 70 per cent of the Leader's SRA. Benchmarking shows that the SRA for the Slough Deputy Leader is broadly in line with peers, with a weighting slightly below SEE Allowances Survey and CIPFA 10 Nearest Neighbours:
- Other Berkshire Unitary Councils (mean SRA) £13,561
 - SEE Allowances Survey 2019 (mean SRA) £14,864
 - CIPFA 10 Nearest Neighbours (mean SRA) £14,953

43. By maintaining the current ratio of 70 per cent of the recommended Leader's SRA (£21,939) to arrive at a recommended SRA for the Deputy Leader it produces at tentative SRA of £15,357. This is somewhat above the mean figures in the benchmarking groups. However, the IRP has always used a slightly higher ratio for arriving at the Deputy Leader's SRA than in most authorities as the model of Deputy Leader in Slough has always been an active one. As such the IRP is content that the current ratio of 70 per cent of the Leader's recommended SRA is still appropriate in arriving at the recommended SRA for the Deputy Leader.
44. **The IRP recommends that the SRA for the Deputy Leader is set at £15,357.**

The other Lead (Cabinet) Members (6)

45. The current SRA (£11,123) for Slough Lead (Cabinet) Members has been set at 55 per of the Leader's SRA. Benchmarking shows that it slightly below that paid to other Cabinet Members in the peer authorities:
- Other Berkshire Unitary (mean SRA) £11,777
 - SEE Allowances Survey 2019 (mean SRA) £11,443
 - CIPFA 10 Nearest Neighbours (mean SRA) £12,234
46. By maintaining the current ratio of 55 per cent of the recommended Leader's SRA (£21,939) to arrive at a recommended SRA for the other Lead (Cabinet) Members it produces at tentative SRA of £12,066 This is somewhat above the mean figures in the Other Berkshire Unitary Councils and SEE Allowances Survey benchmarking groups. However, bearing in mind the commercialisation strategy adopted by the Council and the shared risk across the Cabinet the IRP is content that the current ratio of 55 per cent of the Leader's recommended SRA is still appropriate in arriving at the recommended SRA for the other Cabinet Members.
47. **The IRP recommends that the SRA for the other Lead (Cabinet) Members is set at £12,066.**

Vice Chair of the Scrutiny Panels (3)

48. Currently, the Vice Chairs of the three Scrutiny Panels are not remunerated. The only Vice Chairs that receive an SRA are those of the three main standing committees – Planning, Licensing and the Overview and Scrutiny Committees. Nonetheless, the IRP has been asked to consider the appropriateness of recommending an SRA for the Vice Chairs of the three Scrutiny Panels.
49. Benchmarking shows that the equivalent posts are rarely remunerated. In the Other Berkshire Unitary Councils only Reading pays an SRA (£1,074) to its Chairs of Scrutiny Panels. In the CIPFA 10 Nearest Neighbours benchmarking

group only three out of the ten pay their Deputy Chairs of Scrutiny Panels an SRA. The SEE Allowances Survey (2019) also shows that only three out of the 12 respondents pay Scrutiny Vice Chairs an SRA – however the SEE Survey does not distinguish between main Overview and Scrutiny Committees and Scrutiny Panels. For instance, the SRA paid to the Slough Vice Chair of Overview and Scrutiny is included within that figure of three payees.

50. Moreover, the IRP has always been cognisant of the 2006 Statutory Guidance (paragraph 72) which states

If the majority of members of a council receive a special responsibility allowance the local electorate may rightly question whether this was justified. Local authorities will wish to consider very carefully the additional roles of members and the significance of these roles, both in terms of responsibility and real time commitment before deciding which will warrant the payment of a special responsibility allowance.

51. The Slough Members' Allowances Scheme already currently pays 21 SRAs for 42 elected Councillors. Indeed, the scheme could pay an additional 3-4 SRAs depending on size of the executive and number of qualifying Minority Opposition Group Leaders. To recommend further SRAs would go against the grain of the statutory guidance in a context where the IRP has already recommended a scheme that potentially could pay more 50 per cent of the elected Members an SRA. To add further SRAs would be unjustified bearing in mind the statutory guidance.

52. As a final check the IRP considered the LGA Peer Review – Interim Report to the Audit and Governance Committee (5th March 2020) to ascertain what it said about Scrutiny in Slough and in particular if it recommended a set of discrete tasks or responsibilities for the Vice Chairs of the Scrutiny Panels. While the LGA Peer Review did make some recommendations regarding Scrutiny in Slough, particularly more senior Officer Scrutiny Champions, it did not mention Scrutiny Vice Chairs. Although the Interim Report did cite the use of Scrutiny Task and Finish Groups as “good examples” the IRP was informed that there is no requirement nor is it the practice that the Vice Chairs of Scrutiny Panels are expected to chair these Task and Finish Groups. The IRP has concluded that the role is not significant enough to merit an SRA.

53. As, such, **the IRP is not recommending that the Vice Chairs of the three Scrutiny Panels are paid an SRA.**

54. One approach raised with the IRP was to pay the Scrutiny Panel Vice-Chairs an SRA for when they have to stand in to Chair a Scrutiny Panel in the absence of the Chair. The IRP has rejected this approach for the following reasons:

- It would remunerate twice over for a single role
- It would be administratively cumbersome

- Such an approach is not undertaken in any of the benchmarked authorities
- It is a reasonable expectation that most Councillors would stand in when required to chair a Scrutiny Panel or task and finish working group, for which the Basic Allowance is paid

55. Consequently, **the IRP is not recommending that the Vice Chairs of the three Scrutiny Panels are paid an SRA when chairing a Scrutiny Panel in the absence of the Chair.**

Issues arising I – Members sitting on the Licensing Sub-Committees

56. In its previous review in February 2019, the IRP was asked to consider whether the Members who sit on the Licensing Sub-Committee that hears licensing appeals merit an SRA. The Licensing Sub-Committee meets when required and consists of three elected Members drawn from the full Licensing Committee. There are three designated Chairs of the Licensing Sub-Committee (including the Chair of the full Licensing Committee) with other members (in theory) appointed on a rotating basis. Its function are to:

- Consider and determine licences for private hire vehicles and hackney carriage drivers where special circumstances apply such as convictions for traffic or other offences.
- Exercise the functions of the Licensing Act 2003.
- Exercise the functions of the Gambling Act 2005.
- Determine street trading, public entertainment and a number of other licences

57. The IRP said it would return to the issue at the time of the next review and indeed the issue was once again raised with the IRP. Benchmarking shows that this role is not remunerated in any of the peer authorities. Normally, this role is deemed to be covered by the Basic Allowance, it is part of the regulatory role that all Members can reasonably expect to undertake.

58. One argument presented to the IRP was that the Licensing Sub-Committee meetings were frequent, lengthy and held during the day. The IRP received information going back to 2018 that shows on average there are four Licensing Sub-Committee meetings per year, ranging in length from 20 minutes (14th November 2019) to four hours and four minutes (10th December 2018) with a weighting towards approximately one and half hours in length. As such sitting on a Licensing Sub-Committee is no more onerous than being on the Planning Committee.

59. **The IRP is not recommending that Members sitting on the Licensing Sub-Committee are paid an SRA.**

Issues arising II – Co-optees’ Allowance

60. The Co-optees’ Allowance was also an item the IRP said it would return to at the time of the next review as at the time there was a view that it was on the low side. Currently, the Co-optees’ Allowance is £548 and is paid to the co-opted Members of the Audit and Governance Committee. It is a difficult allowance to benchmarking due to varying use of Co-optees in other Councils and the fact that this allowance is not always published in every allowances scheme. However, a review of allowances schemes of the other Berkshire Councils did not suggest that the current Co-optees’ Allowance was unduly low. For instance, the Co-optees’ Allowance is £297 in Bracknell Forest, none are paid in Windsor and Maidenhead and this allowance is not mentioned in the Reading, West Berkshire and Wokingham allowances’ schemes. Reading Council pays its Co-optees a daily rate but it is unspecified. Moreover, there was no representation in this review regarding the Co-optees’ Allowance. Nor was there any reported issue regarding recruiting Co-optees due to a low Co-optees’ Allowance.
61. **The IRP recommends no change to the Co-optees’ Allowance, currently, £548.**

Issues arising III – The Dependants’ Carers’ Allowance

62. The Dependants’ Carers’ Allowance (DCA) is an allowance that is expressly permitted by the 2003 Allowances Regulations that permits elected Members to claim against cost of caring for any dependants while undertaking approved duties. It is capped at £520 per year and cannot be paid “in respect of carers who are members of the immediate family or household.” (Slough Members’ Allowances Scheme, Dependant Carers’ Allowance paragraph 9. (4)).
63. The IRP received representation that the DCA was not flexible enough, it was argued that for the child care element it is restricted to registered child minders and the annual cap was a somewhat on the low side, in effect representing an average of £10 per week.
64. The IRP agrees that the current annual cap of £520 per year is low. Although the DCA is designed to be a contribution to care costs rather than a full recompense, it is clear that an average of £10 per week is too low a contribution. As such, the IRP has simply decided to double the current annual cap and **recommends that the annual cap on the DCA is raised to £1,040 per year.**
65. The IRP’s reading of the scheme does not necessarily bear out that claims for child care must be through a registered child minder – in fact the scheme is silent on the issue. However, **the IRP recommends that for clarification purposes it would assist potential claimants if at the end of paragraph 9. (4) (Dependants Carers’ Allowance) of the allowances scheme that the**

following qualifier was inserted – “The DCA can be claimed for care provided by informal carers as long as it is receipted.”

Appendix One – Information and Evidence reviewed by the IRP

1. IRP Terms of Reference
2. IRP Membership details
3. Process and Methodology document
4. Slough Borough Council, Members' Allowances Scheme 2020/21
5. Previous IRP Reports namely
 - IRP Report July 2010
 - IRP Report February 2015
 - IRP Supplementary Report June 2017
 - IRP Report February 2019
6. Short briefing paper by Panel Chair to cover
 - Review of how we arrived at current allowances under review
 - Recalibration of the Basic Allowance
 - Benchmarking
7. LGA 2018 Census of Councillors, showing mean hours worked by Members of Unitary Councillors by positions held and division of time spent on Council duties (all Councillors/all Councils)
8. Annual Survey of Hours and Earnings 2019, Slough, Annual Gross Pay for all employee jobs, Table 8.7a
9. Benchmarking 1: Other Berkshire Unitary Councils
10. Benchmarking 2: South East Employers (SEE) Members' Allowances Survey 2019 (revised)
11. Benchmarking 3: Slough's 10 Nearest Neighbours (CIPFA 2014 model)
12. Report to Cabinet, Proposed Commercial Committee, 17th June 2019
13. Report to Cabinet, Commercial Sub-Committee Terms of Reference, 16th September 2019
14. Overview and Scrutiny Annual Report – including Terms of Reference of Scrutiny Panels, including meetings schedule

15. 2006 Statutory Guidance Paragraphs 1-90
16. The Local Authorities (Members' Allowances) (England) Regulations 2003 SI No. 1021
17. Copies of written submissions
18. Slough Borough Councils, number of meetings by the Licensing Sub-Committees 2018 to the present
19. Report to Slough Wellbeing Board, 8 May 2019, setting out terms of reference, membership and relationship to other partnership groups, etc.
20. Slough Wellbeing Annual Report, 2018-19
21. Report to Audit & Corporate Governance Committee, LGA Peer Review – Interim Report, 5th March 2020
22. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 SI No. 392

Appendix Two – Councillors who met with the Panel including written submissions

Councillors who met with the IRP

Cllr Akram	Deputy Leader of Council, Cabinet Lead for Governance & Customer Services and Member of Commercial Sub-Committee
Cllr Dhaliwal	Chair of Overview and Scrutiny Committee
Cllr Sandu	Chair of Health Scrutiny Panel
Cllr Smith	Vice Chair of Health Scrutiny Panel
Cllr Strutton	Leader of Opposition (Conservative) Group
Cllr Swindlehurst	Leader of Council, Cabinet Lead for Regeneration and Strategy and Member of Commercial Sub-Committee

Councillors who made written submissions to the IRP

Cllr Anderson	Cabinet Lead Member for Sustainable Transport & Environmental Services
Cllr Bains	Cabinet Lead for Inclusive Growth & Skills
Cllr Carter	Cabinet Lead Member for Children & Schools
Cllr Hulme	Labour Member
Cllr Nazir	Cabinet Lead Member for Housing & Community Safety
Cllr Pantelic	Cabinet Lead for Health & Wellbeing
Cllr Parmer	Labour Member
Cllr Sabah	Chair of Audit & Governance Committee
Cllr Strutton	Leader of Opposition (Conservative) Group
Cllr Swindlehurst	Leader of Council, Cabinet Lead for Regeneration and Strategy and Member of Commercial Sub-Committee

Appendix Three: Officers who briefed the IRP

Stephen Gibson	Interim Director of Regeneration
Janine Jenkinson	Senior Democratic Services Officer
Catherine Meek	Head of Democratic Services
Thomas Overend	Policy Insight Manager (including managing the Scrutiny function)
Sushil Thobhani	Service Lead Governance and Deputy Monitoring Officer
Dean Tyler	Service Lead Strategy and Performance/Statutory Scrutiny Officer
Josie Wragg	Chief Executive

Appendix Four: Benchmarking 1-3

BM1: Slough BC Review - BA & Relevant SRAs Berkshire Unitary Councils 2019/20										
Berkshire Council	Basic Allowance	Leaders' SRA	Leaders Total	Deputy Leader	Cabinet Members	Chair of O&S	Dep Chair of O&S	Chair[s] Scrutiny	Dep Chair[s] Scrutiny	Other
Bracknell Forest	£8,687	£28,954	£37,641	£17,372	£15,926	£7,239		£5,791		Mbr Champions £2,201
RBWM	£8,143	£24,428	£32,571	£13,434	£12,215			£6,107		Non-Exec Dir £3,000
Reading	£8,220	£18,500	£26,720	£11,300	Committee system			£3,039	£1,074	
West Berks	£7,697	£19,242	£26,939	£11,545	£9,622	£4,810				
Wokingham	£7,784	£20,000	£27,784		£10,000	£5,000		£2,500		Non-Exec Dir (NA) + Dep Cab £2,000 + DCC Mbrs £1,250
Slough	£7,779	£20,224	£28,003	£14,156	£11,123	£7,080	£1,415	£3,033		
Mean	£8,052	£21,891	£29,943	£13,561	£11,777	£6,032		£4,094		
Median	£7,964	£20,112	£27,894	£13,434	£11,123	£6,040		£3,039		
Highest	£8,687	£28,954	£37,641	£17,372	£15,926	£7,239		£6,107		
Lowest	£7,697	£18,500	£26,720	£11,300	£9,622	£4,810		£2,500		
Mean ratio		2.7 X Mean BA								

BM2: Slough BC Review- BA & Relevant SRAs - SEE Allowances Survey 2019 (Adapted to remove zero values)							
	Basic Allowance	Leader SRA	Leader Total (BA+SRA)	Dep Leader SRA	Cabinet SRA	Chair O&S SRA	Dep Chair O&S SRA
Bracknell Forest Council	£8,687	£28,954	£37,641	£17,372	£15,926	£5,791	
Brighton & Hove City Council	£13,002	£32,505	£45,507	£19,503			
Isle of Wight Council	£8,011	£16,022	£24,033	£10,014	£8,011	£8,011	£1,602
Medway Council	£10,421	£31,263	£41,684	£20,842	£15,632	£10,421	£3,647
Milton Keynes Council	£10,710	£31,212	£41,922	£15,606	£11,444	£4,682	
Portsmouth City Council	£11,175	£20,115	£31,290		£7,823	£2,794	
Reading Borough Council	£8,220	£18,500	£26,720	£11,300	Committee System		
Royal Borough of Windsor & Maidenhead	£8,143	£24,482	£32,625	£13,434	£12,215	£6,107	
Slough Borough Council	£7,779	£20,224	£28,003	£14,156	£11,123	£7,080	£1,415
Southampton City Council	£12,636	£25,272	£37,908		£12,636	£6,318	
West Berkshire Council	£7,697	£19,242	£26,939	£11,545	£9,622	£4,810	
Wokingham Borough Council	£7,784	£20,000	£27,784		£10,000	£5,000	
MEAN	£9,522	£23,983	£33,505	£14,864	£11,443	£6,101	£2,221
MEDIAN	£8,454	£22,353	£31,958	£14,156	£11,284	£5,949	£1,602
Highest	£13,002	£32,505	£45,507	£20,842	£15,926	£10,421	£3,647
Lowest	£7,697	£16,022	£24,033	£10,014	£7,823	£2,794	£1,415
Mean Ratio		2.5 X Mean BA					

BM3: Slough BC Review - BA & Relevant SRAs CIPFA 10 Nearest Neighbours (2014 model) 2019/20										
CIPFA Near Neighbour (listed in order)	Basic Allowance	Leaders' SRA	Leaders Total	Deputy Leader	Cabinet Members	Chair of O&S	Dep Chair of O&S	Chair[s] Scrutiny	Dep Chair[s] Scrutiny	Other
Reading	£8,220	£18,500	£26,720	£11,300	Committee system			£3,039	£1,074	
Luton	£7,500	£15,000	£22,500	£5,625	£5,625	£2,500		£1,250		
Milton Keynes	£10,710	£31,212	£41,922	£15,606	£11,444	£7,803		£4,682		Chairs T&F WG £4,682
Peterboro'	£10,508	£31,524	£42,032	£21,017	£15,762			£7,881		Cabinet Advisors £7,881
Thurrock (18/19)	£9,202	£32,207	£41,409	£16,563	£11,502			£5,901	£1,380	
Leicester	£10,767	Mayoral System			£14,430	£10,202	£2,550	£8,502	£2,126	
Swindon	£8,552	£25,656	£34,208	£14,966	£12,828	£6,414		£6,414		Chair Health & Wellbeing £6,414
Bracknell Forest	£8,687	£28,954	£37,641	£17,372	£15,926	£7,239		£5,791		Mbrs Champions £2,201
Southampton	£12,636	£25,272	£37,908		£12,636	£6,318		£3,159		
Coventry	£13,825	£24,885	£38,710	£17,969	£11,062	£11,062	£2,768	£6,916		Deputy Cabinet Mbrs £3,760
Slough	£7,779	£20,224	£28,003	£14,156	£11,123	£7,080	£1,415	£3,033		
Mean	£9,853	£25,343	£35,105	£14,953	£12,234	£7,327	£2,244	£5,143	£1,527	
Median	£9,202	£25,464	£37,775	£15,606	£12,069	£7,160	£2,550	£5,791	£1,380	
Highest	£13,825	£32,207	£42,032	£21,017	£15,926	£11,062	£2,768	£8,502	£2,126	
Lowest	£7,500	£15,000	£22,500	£5,625	£5,625	£2,500	£1,415	£1,250	£1,074	
Mean ratio		2.6 X								
		Mean BA								

SLOUGH BOROUGH COUNCIL

REPORT TO: Council **DATE:** 24th November 2020

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

WARD(S): All

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

The purpose of this Report is to inform Council of the time line of the major events since the last Report to the Council on this subject on 24th September 2020, and of the further significant decisions taken by officers, and to seek ratification of those decisions.

2 Recommendation(s)/Proposed Action

The Council is asked to note this Report, and to ratify the significant decisions taken by officers since the last report on this subject to Council on 24th September 2020, as set out in the Appendices to this Report.

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

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

3a. Slough Joint Wellbeing Strategy Priorities –

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

3b Five Year Plan Outcomes

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

- *Our children and young people will have the best start in life and opportunities to give them positive lives.*

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

4 **Other Implications**

(a) **Financial**

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

Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
That the Cabinet note and ratify the significant decisions taken by officers since the “lockdown” came into force.	Failure by Members to note and ratify these actions and decisions increases the risk of challenge and disruption. Ratification provides the opportunity for the Council to build upon the good results already achieved and to move forward strongly by building upon these results with greater engagement across the Council	The significant decisions and actions have been taken in accordance with governance arrangements put into place in consultation with the Council’s statutory officers and in accordance with all applicable guidance issued by and best practice recommended by all relevant bodies.	Likelihood – Very Low – 2 Legal/ Regulatory – Critical - 3 Score: 6	Increasing return to usual decision making structures and processes as circumstances permit.

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

Any decisions taken by officers pursuant to the statutory regulations enacted by the Government to deal with the Coronavirus pandemic, to enforce business closures and restrict assembly, could potentially be

challenged under the Human Rights Act 1998 as being a breach of article 11, relating to the freedom of assembly and association, and of Article 1 of the First Protocol to that convention, relating to the right to peaceful enjoyment of possessions. It is considered, however, that risks of successful challenge are low as, in the latter case, derogations are permitted to control use of property in the general interest and, in the former case, for the protection of public health.

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

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

(c) Equalities Impact Assessment

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

(d) Workforce

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

(e) Property

The restrictions imposed by the Coronavirus Act 2020 on the ability of the Council as a landowner to take action to enforce payments of rents will have had an effect on the Council's asset management position. Any long term effects on the Council's property portfolio and asset management strategy evaluated and reported to the cabinet as part of the Council's normal financial reporting to the cabinet.

(f) Carbon Emissions and Energy Costs

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

5 **Supporting Information**

5.1 **Time Line of Events**

- 5.1.1 26 August 2020 - BBC survey of UK's largest employers indicates no plans to return all staff to their offices
- 5.1.2 26 August 2020 - Restaurant chains including Prezzo's, Harvester and Pizza Pilgrim announce plans to continue "eat out to help out" scheme regardless of ending of government funding.
- 5.1.3 27 August 2020 – number of new daily covid-19 cases rises to 1,522
- 5.1.4 27 August 2020 – Pret A Manger, a sandwich chain, announces loss of 3000 jobs in bid to save the business
- 5.1.5 27 August 2020 – Royal Shakespeare Company cancels all productions until 2021 due to pandemic
- 5.1.6 28 August 2020 – UK Government launches new drive to encourage people to return to their places of work from beginning of September.
- 5.1.7 29 August 2020 – First football match with spectators takes place in Brighton with 2,500 spectators allowed in.
- 5.1.8 30 August 2020 – as a million students start planning to return to University, universities and colleges union calls for ban on face to face lectures until after Christmas, to stop spread of the virus.
- 5.1.9 30 August 2020 – a further 1,715 cases of covid-19 reported taking total to 334,467, largest daily increase since mid May.
- 5.1.10 31 August 2020 – "Eat Out To Help Out Scheme" ends – total cost £552 million
- 5.1.11 1 September 2020 – Majority of school in England, Wales and Northern Ireland re-open.
- 5.1.12 1 September 2020 – workers on low incomes in areas of high numbers of covid-19 cases who cannot work from home and are required to self isolate become entitled to new payment to top up universal credit or working tax credit.
- 5.1.13 1 September 2020 – companies using government furlough scheme become subject to higher contributions towards workers' wages as scheme comes to an end.
- 5.1.14 1 September 2020 -Manchester United Footballer Marcus Rashford forms task force with leading food brands to tackle child food poverty.
- 5.1.15 2 September 2020 – Chancellor of the Exchequer gives reassurance that there will not be "horror show of taxes with no end in sight" to tackle financial impact of the pandemic.

- 5.1.16 3 September 2020 – Baroness Dido Harding, new Head of NHS Test & Trace, apologises after it emerges laboratories are struggling to keep with demand for tests and people are asked to travel hundred of miles to have tests.
- 5.1.17 3 September 2020 -Health Secretary Matt Hancock announces £500 million for trials on a 20 minute covid-19 test.
- 5.1.18 4 September 2020 – Virgin Atlantic announces further loss of 1,150 jobs as part of its rescue package.
- 5.1.19 5 September 2020 – in letter sent to Heads of Departments, UK government urges them to get civil servants back to their desks as soon as possible.
- 5.1.20 6 September 2020 – a further 2,988 covid-19 cases are reported – highest number since 22 May
- 5.1.21 8 September 2020 – Health Secretary Matt Hancock expresses concern at rise in number of cases. Government announces ban on gatherings of more than six people from 14 September.
- 5.1.22 8 September 2020 – UK records 2,460 new cases and 30 deaths.
- 5.1.23 9 September 2020 – Prime Minister announces “moonshot” plan for vastly expanded mass testing plan.
- 5.1. 24 11 September 2020 – “R” number rises to between 1.00 and 1.2 for first time since March.
- 5.1.25 12 September 2020 – Former Chief Scientific Officer warns about loss of control over virus as number of cases exceed 3,000 for two consecutive days.
- 5.1.26 13 September 2020 - Food outlets including Deliveroo call for extension on moratorium for evictions for non-payment of rent on commercial premises which is due to end on 30 September.
- 5.1.27 15 September 2020 – figures announced show unemployment rose 4.1% for three month period ending in July
- 5.1.28 16 September 2020 – Prime minister appearing before select committee says new national lockdown would have disastrous financial consequence for UK and everything in the government’s power being done to avoid that.
- 5.1.29 17 September 2020 – Baroness Dido Harding of NHS Test & Trace tells committee of MPs that demand for testing significantly outstripping capacity but confident daily testing capacity can be raised by 500,000 by end of October.
- 5.1.30 18 September 2020 – “R” number rises to between 1.00 and 1.4.
- 5.1.31 20 September 2020 – reports that 1,000 jobs at Butlins at risk when furlough scheme ends,

- 5.1.32 21 September 2020 – Sir Patrick Vallance, Chief Scientific Adviser, says could be as many as 50,000 covid-19 cases per day by mid October if no further action taken leading to 200 deaths per day.
- 5.1.33 21 September 2020 – UK Alert Level upgraded to 4, meaning transmission is high and rising exponentially.
- 5.1.34 23 September 2020 – 6,178 new cases reported. Highest since 1 May.
- 5.1.35 23 September 2020 – Government scraps plans for autumn budget due to pandemic.
- 5.1.36 24 September 2020 – 6,634 new cases announced.
- 5.1.37 25 September 2020 – “R” number rises from 1.1-1.4 to 1.2-1.5
- 5.1.38 26 September 2020 – Prime Minister announces £500 million for global vaccine sharing scheme.
- 5.1.39 29 September 2020 - Baker chain Greggs announces it is consulting with unions about job cuts once furlough scheme ends.
- 5.1.40 29 September 2020 – UK announces 7,143 new cases with 71 covid related deaths, highest since 1 July.
- 5.1.41 1 October 2020 – study by Imperial College London suggests spread of virus may be slowing and “R” number may have reduced since introduction of Rule of 6” but warns infections still high at 1 in 200 people.
- 5.1.42. 1 October 2020 – BBC reports covid restrictions to be simplified into new 3 tier system.
- 5.1.43 2 October 2020 – figures suggest 16.8 million people in UK in local lockdowns – 23% in England, 76% in Wales and 32% in Scotland.
- 5.1.44 3 October 2020 – number of new daily cases rises above 10,000 with further 12,872 cases confirmed.
- 5.1.45 4 October 2020 – further 22,961 cases confirmed taking total to 502,978.
- 5.1.46 4 October 2020 – Health Secretary Matt Hancock announces Army will be called in to help distribute vaccine as soon as it is ready for distribution.
- 5.1.47 5 October 2020 – at annual part conference Chancellor of the Exchequer announces he will “always balance the books” despite increased government spending necessitated by pandemic.
- 5.1.48 6 October 2020 – UK record further 14,542 cases and 76 deaths.
- 5.1.49 6 October 2020 – Pub retailer Greene King announces 800 job losses and closure of 79 pubs, a third of them on a permanent basis.
- 5.1.50 8 October 2020 – Strictly Come Dancing’s live arena tour postponed till 2022 due to pandemic.

- 5.1.51 9 October 2020 – figures show UK economy grew 2.1% in August, aided by “Eat Out to Help Out” scheme but figures below expectations.
- 5.1.52 11 October 2020 – Leading UK Scientist Peter Horby warns UK at “precarious point” and new National Lockdown a possibility but all must be done to avoid that.
- 5.1.53 12 October 2020 – Prime Minister announces new 3 tier lockdown system taking effect on 14 October. Newly released papers show SAGE recommend short “circuit breaker” for England in September.
- 5.54 13 October 2020 – figures show UK unemployment had risen to highest level since 2017 with increase of 4.5% in three months up to August 2020.
- 5.55 14 October 2020 – 3 tier system comes into force. Liverpool region first to be allocated to highest tier.
- 5.56 16 October 2020 – ONS estimates 27,900 new covid cases a day in England 60% increase over previous week and rise in “R” number between 1.3 and 1.5
- 5.57. 16 October 2020 – Wales announces ban on travel into Wales from other UK covid-19 hotspots.
- 5.58 19 October 2020 – 18,804 new cases in UK as a whole announced with 80 fatalities.
- 5.59 20 October 2020 – 241 covid-19 related deaths are recorded. Highest for several months.
- 5.60 21 October 2020 – further 26,668 cases recorded. Highest daily recorded so far.
- 5.61 22 October 2020 – Chancellor of the Exchequer announces increased support for jobs and workers worst affected by restrictions with employers paying less and workers able to work fewer hours before qualifying.
- 5.63 23 October 2020 – ONS estimated 35,200 daily cases in England, 25% increase over previous week.
- 5.64 26 October 2020 – Pharmacy Chain Boots announces it will make available a test that can give results in 12 minutes. Produced by LumiraDx it will cost £120.
- 5.65 26 October 2020. Scientists announce Oxford University covid-19 trial vaccine shows “strong immune response” among elderly volunteers.
- 5.66 27 October 2020 – Study by Imperial College London and Ipsos Mori suggests covid-19 anti-bodies may last a matter of months and number of people with anti-bodies has fallen by 26.5% over three months.
- 5.67. 27 October 2020 – UK records 367 deaths, higher daily number since May.

5.68 28 October 2020 – Projection by SAGE suggests deaths from Covid-19 will remain high over winter, leading to greater number of deaths than was seen earlier in the year.

6 **Comments of Other Committees**

The Cabinet considered a version of this report at its meetings on 12th October and 16th November 2020 and ratified the significant decisions insofar as they related to executive functions.

7 **Conclusion**

This Report brings the Council up to date with major events since the last report. The noting and ratification of those decisions by the Council, at the first available opportunity, will enable the Council to continue to seek to meet its duties to protect public health and to serve the well being of those who live, work and visit its area.

8 **Appendices Attached**

Appendix - Table of significant decisions

9 **Background Papers**

None

Summary of Decisions Taken by Silver since the previous meeting

Reference number	Decision Required	Outcome	Date of decision	Decision made by	Status
DEL115	To consider report on Local Contact Tracing Options	Option 3 agreed - to initiate the PHE recommended local contact tracing model, as outlined in the report (national models), taking a staged approach starting with a telephone contact tracing model and including sufficient numbers of trained staff for surge capacity, subject to further work on resources.	09/09/20	SILVER	Open
DEL116	To consider the SBC COVID-19 Risk Register	Updated risk register noted. Further amendments to be made and to be added to Silver agenda 16/09/20.	09/09/20	SILVER	Open

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Summary of Decisions Taken by Silver

Reference number	Decision Required	Outcome	Date of decision	Decision made by	Status
DEL 118	Resourcing and recovery	Recommendations agree on Silver timetable (2 x per week) Members briefings 2 x fortnightly, AD group to make recommendations on future resources and resilience	23/09/20	SILVER	Closed
DEL120	Social Isolation legislation and payments	Benefits and revenue team to pick up payments	23/09/20	SILVER	Closed
DEL121	Public Health update - Local Contact Tracing	Noted that there was pressure on local resource and the issue had been escalated through DPH to SE DsPH and SE regional convener. Agreed to prioritise the work on resource alignment to respond.	29/09/20	SILVER	Closed
DEL122	Enforcement of Covid rules including the 'Rule of 6'	To seek to increase compliance with Covid rules in the community it was agreed to request TVP representation at the weekly outbreak cell (as previously agreed).	29/09/20	SILVER	Closed
DEL123	To decide SBCs participation the Government's Kickstart scheme	Option 2 Agreed – Defer review and benefits of the scheme post Transformation and Restructure (Qtr 1 2021)	29/09/20	SILVER	Closed
DEL124	To agree that citizen style covid booklet to be produced	Agreed and KP to produce to be dropped through residents doors	01/10/20	SILVER	Closed
DEL125	To agree when dashboard and summary be brought to Silver	Agreed that weekly dashboard be reported on a Thursday and summary on a Tuesday and Ops room manager to report by exception at Silver meetings	01/10/20	SILVER	Closed
DEL126	To agree Local contact tracing move from Environmental health to community response team	Agreed by Silver	01/10/20	Silver	Closed

DEL127	To agree that Adult learning be allowed to reopen	Agreed that as per WSG recommendations Adult learning can reopen following proper H & S procedures	01/10/20	Silver	Closed
DEL129	To agree whether or not to extend the community helper contract. Recommendation from group is not to	Agreed to go with Option 2 not to renew the contract past the 6 months free trial	01/10/20	SILVER	Closed
DEL130	To agree resourcing options	Agreed extra resource needed but keep current disaggregated model. Agreed to push back to AD group to source resources needed	01/10/20	SILVER	Closed
DEL131	Covid Information Officers	Phased approach to be taken with more visible presence of appropriate existing staff to be followed by integration into new model with neighbourhoods based staff forging links in communities.	06/10/20	SILVER	Closed
DEL133	SCST Opening Hours	Request agreed to allow the service to extend it's operating hours at SMP and be allowed to operate from the 2nd Floor of SMP for 2 weeks during OFSTED visit, subject to completion of a risk assessment.	08/10/20	SILVER	Closed
DEL134	Reopening of young peoples and community development service	Agreed to reopen service in line with recommendations in the report, subject to staff complying with all measures identified in the risk assessment	08/10/20	SILVER	Closed
DEL135	Reported cases at Cippenham Community Centre	Silver noted an update on the reports of two cases from separate bookings by a third party at Cippenham Community Centre. A full investigation had been carried out which concluded the infection did not take place at the Community Centre, that the controls were good and correct processes were followed.	08/10/20	SILVER	Closed
DEL136	Public performances at The Curve	Recommendation agreed (Option 3) that there be no live events in October and November. Service to work with IT regarding live streaming of events.	08/10/20	SILVER	Closed

DEL137	Task group updates	Decision made to report fortnightly to Silver and not just be exception and to members briefing monthly	13/10/20	SILVER	Closed
DEL138	Test and Trace app on work mobile phones	App to be put onto work mobile phones and encourage staff to use . Any issues to be discussed with managers	13/10/20	SILVER	Closed
DEL139	Resuming Slough Active activities	Agreed in principal that activities can resume as long as they comply with the role of 6 legislation and any new tiers	13/10/20	SILVER	Closed
DEL140	Self isolate support scheme	Not much guidance on what low income is but agreed that if earn less than £250 then can be eligible for grant if meet all other criterias and Silver can review the policy at any time	13/10/20	SILVER	Closed
DEL141	Covid marshalls	Las are to receive £88136 to employ Covid marshalls to enforce social distancing. Agreed to go with Options 2,3,and 4 to employ 4 Covid officers to work on shift patterns in 2's 7 days a week and to put a 3rd person in the CCTV room to monitor	13/10/20	SILVER	Closed
DEL142	Enforcement of Council Tax and Business rates debt	Agreed to go with collecting and enforcement of council tax and business rates debt as per paper	15/10/20	SILVER	Closed
DEL143	Government Self Isolation Support Scheme	Update report on self isolation scheme noted.	20/10/20	SILVER	Closed
DEL144	Impact of change from Medium to High Level Alert under new 3 tier system	Option 1 of Appendix 4 of the report agreed - to start preparations in readiness for a likely move to a high alert level to allow a smooth transition, carry out risk assessments, prepare communications etc.	20/10/20	SILVER	Closed
DEL145	Use of Council Chamber for Holocaust Memorial Event	Agreed to waive charge for use of Council Chamber for Holocaust Memorial Event in January, in line with practice for other similar events. Use would be subject to compliance with all Covid restrictions.	44126	SILVER	
DEL146	IMT Information flow presented by Sue Foley	Decision agreed to go with information flow presented re groups reporting to IMT	27/10/20	SILVER	

DEL147	Opening Kennedy Park Active running club	Active Slough Kennedy Park Road Running and Running for Fun The above services were approved at the WSG on the 22.10.2020. Silver agreed this can go ahead	27/10/20	SILVER	
DEL148	WSG paper re opening services	Creative Academy pulled as now got Covid cases. Silver agreed to reopen Respond Building, Safer Slough Partnership - Browns, Libraries to commence working from the venue & extending Customer Services at Britwell Hub	27/10/20	SILVER	
DEL149	Free school meals during half term	Decision made that Slough residents who qualify for free school meals can apply for a voucher from Local Welfare Provision during half term. Press release gone out to residents. Planning for Xmas holidays to begin	29/10/20	SILVER	
DEL150	Montem Testing site	Discussion around Montem site lease for Testing until Dec 21. Planning and building works will start on Montem site before that date so agreed in principal that the site can be moved to the North West Quadrant when needed to. Poss March 2021	29/10/20	Silver	Open

SLOUGH BOROUGH COUNCIL

REPORT TO: Council **DATE:** 24th November, 2020

CONTACT OFFICER: Shabana Kauser
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 (01753) 787503

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PART I
FOR DECISION

MOTIONS SUBMITTED TO COUNCIL UNDER PROCEDURE RULE 14

The following motions have been received in accordance with Council Procedure Rule 14:-

A) COVID-19 Regulations - Crematorium

(Moved by Councillor Strutton, seconded by Councillor Wright)

“Council notes that the Covid-19 regulations in place limit the number of people allowed to attend crematorium services and funerals are an especially difficult time for residents and their families. Allowing families to carry coffins aids in the grieving process and makes the ordeal easier, rather than the funeral directors carrying out the task; and

Council therefore resolves to -

- Provide clear and up to date information around the rules regarding what is permissible for the ceremony. The current regulations allow the congregation to bear their deceased relative from the hearse into the chapel and placed on the Catafalque, providing those bearing the coffin live in the same household.
- Allow family members to carry the coffin from the car to the trolley with gloves on, and wheel it into the service; as long as family members from the same bubble are wearing the appropriate PPE, and the numbers of people are limited to comply with the current regulations.
- Immediately address the lack of recording facilities in crematoriums and ensure all services are recorded by the Council, so that family and friends can join the funeral virtually.”

B) Commonwealth Veterans

(Moved by Councillor Mann, seconded by Councillor Ajaib)

“This Council recognises the tremendous role Slough residents, including those from Commonwealth countries, have played in our armed forces and the great sacrifices made by all our armed service personnel.

Council therefore calls upon the government to immediately grant the right for commonwealth veterans, who have served a minimum of 4 years, the legal right to remain in the UK and British citizenship for any veteran who completes 12 years service and waive any fees.”

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