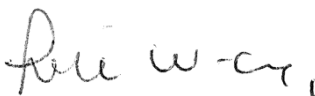


Date of issue: Wednesday, 3 June 2020

<b>MEETING:</b>	<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b> (Councillors Dhaliwal (Chair), Sarfraz (Vice Chair), Basra, Gahir, Hulme, Matloob, D Parmar, S Parmar and R Sandhu)
<b>DATE AND TIME:</b>	THURSDAY, 11TH JUNE, 2020 AT 6.30 PM
<b>VENUE:</b>	VIRTUAL MEETING
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	JANINE JENKINSON 07511 048 406

NOTICE OF MEETING

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



**JOSIE WRAGG**  
Chief Executive

AGENDA

PART I

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
--------------------	---------------------	-------------	-------------

**APOLOGIES FOR ABSENCE**

**CONSTITUTIONAL MATTERS**

- |    |                          |   |   |
|----|--------------------------|---|---|
| 1. | Declarations of Interest | - | - |
|----|--------------------------|---|---|
- All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.*

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
2.	Election of a Temporary Vice-Chair to Cover Maternity Leave	-	-
3.	Minutes of the Meeting held on 12th March 2020 and the Extraordinary Meeting held on 21st May 2020	1 - 10	-

### SCRUTINY ISSUES

4.	Member Questions  <i>(An opportunity for Committee Members to ask questions of the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).</i>	-	-
5.	SBC Covid-19 Recovery and Renewal Planning	11 - 44	All
6.	Annual Scrutiny Report 2019/20	To follow	All

### MATTERS FOR INFORMATION

7.	Members' Attendance Record 2020-21	45 - 46	-
8.	Date of Next Meeting - 9th July 2020	-	-

#### 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.

**Overview & Scrutiny Committee – Meeting held on Thursday, 12th March, 2020.**

**Present:-** Councillors Dhaliwal (Chair), Basra, Gahir, Hulme, Matloob, D Parmar and S Parmar

**Apologies for Absence:-** Councillors Sarfraz and R Sandhu

**PART I**

**60. Declarations of Interest**

Councillor Gahir declared that he was a Hackney Carriage driver. He remained in the Council Chamber throughout the meeting.

**61. Minutes of the Last Meeting held on 30th January 2020**

**Resolved** - That the minutes of the meeting held on 30<sup>th</sup> January 2020 be approved as a correct record.

**62. Member Questions**

None were received.

**63. Planning Performance, Resourcing, Customer Insight and Improvement Programme**

The Planning Manager introduced a report regarding planning performance, resourcing, and the Customer Insight and Improvement Programme.

Members were informed that the Government had set out performance standards for Local Planning Authorities, measured over a two-year rolling period. Slough Council's performance for the speed of decision-making exceeded the national average. 97.1% of Slough's major applications were decided within 13 weeks', compared to the national average of 88.2% of applications. 85.3% of Slough's applications were decided within the statutory timescale compared to the national average of 88.8% of applications; however this was above the 70% target set by Government.

It was explained that whilst officers strove to determine applications for non-major developments within eight weeks', work was undertaken with applicants to negotiate proposals that would be acceptable in planning terms, and this led to time extensions being agreed to reach a positive decision for many applications. With regard to major developments, applicants were encouraged to enter into Planning Performance Agreements to allow officers to take a project managed approach to large and complex schemes. This

## Overview & Scrutiny Committee - 12.03.20

approach had resulted in 91% of all planning applications being granted. The Council had had no major application appeals overturned; and only 1.4% of non-major development decisions had been overturned at appeal.

Members were informed that due to the high level of permanent vacancies in the Planning department, that in order to meet demand and customer expectation there was currently a significant reliance on agency staff.

As part of the Council's 'Futures Programme' work was currently underway to improve the Planning department's digital offer to improve the application process for customers. Planning systems were being redesigned to meet customer need, with the focus being improving information and establishing an online application tracking facility.

The Chair then invited comments and questions from Members.

During the course of the discussion, the following points were raised:

- A Member asked if agency staff were on long or short-term contracts. It was explained that there were a range of contracts in place. Initially, short-term contracts allowed for a trial period to gauge the standard of the officer's work. The market for agency planning officers was very competitive and Slough had to compete with other local authorities, including London borough councils and the private sector. The ambition of the Council's apprenticeship scheme's was to 'grow our own' staff, this was viewed as a positive approach which led to improve business continuity and a better customer experience.
- It was queried what incentives were offered to attract and retain staff. It was explained that Slough salaries were competitive, and there were benefits to working in the public as opposed to the private sector. For example: a comparatively generous leave allowance, flexible working and pension arrangements.
- A Member asked if the Council undertook Environmental Impact Assessments (EIA) in-house or if this work was contracted out. It was explained that it was necessary to undertake EIA for major schemes, and this work required an officer to have specialist skills and knowledge. If there was capacity within the Planning department to carry out the necessary assessment, it was undertaken in-house; otherwise the work was procured externally.
- A Member asked how many women there were in the Planning department. It was confirmed that there were five women within the team.
- It was asked if the use of temporary rather than permanent staff generated a saving. It was explained that agency staff cost

## Overview & Scrutiny Committee - 12.03.20

approximately 25-30% more due to the agency fee. However, the add-on costs, such as National Insurance and pension benefits, of recruiting permanent staff, meant the overall cost variance was negligible.

- It was queried whether regulations arising from the Grenfell Fire would result in additional staff resources being needed to carry out enforcement action. It was reported that the Council currently had one permanent and one agency enforcement officer. The Council's Cabinet had recently agreed to allocate sufficient resources to enable officers to enforce breaches in relation to properties used for Airbnb rental. It was explained that planning applications would be considered in light of the Grenfell Fire, but this was currently under review nationally and the detail of future requirements was not yet known.
- A Member asked if the Planning department received sufficient in-house IT support. The Planning Manager said he would welcome any additional support. He explained that as part of the Council's transformation programme, work was currently being undertaken to rebuild the planning IT systems, in conjunction with partners, Agile Application. The development of enhanced online support and the development of features such as chat bots were being explored.

The Chair thanked the Planning Manager for the report.

### Resolved –

- (a) That the report be noted.
- (b) That the Committee expressed support for suitable IT assistance being provided to the Planning department.

## 64. Revenue Budget Monitoring Report 2019-20 Quarter 3

The Service Lead, Finance introduced a report that provided an update on the financial position of the Council's Revenue Account at Quarter 3 of the 2019-20 financial year.

Members were informed that at Quarter 3, the forecast year end position for all Council services was £107.727 million, resulting in an overspend of £1.102 million. In comparison to Quarter 2, the overspend had increased by £0.909 million.

Taking the Slough Children's Services Trust forecast financial position into account, the Council's exposure to financial risk was an estimated net expenditure forecast for the year of £108.879 million. This represented a potential budget overspend of £2.254 million, which was 2.11% above the approved budget.

## Overview & Scrutiny Committee - 12.03.20

Members were provided with a summary of the key points detailed in the report:

- Slough Children's Services Trust (SCST) - due to the significant work undertaken by Slough Borough Council (SBC) officers and Department for Education (DfE) officials, the risk of SCST insolvency during 2019/20 had now been averted. SBC officers had worked closely with the SCST leadership team to understand the SCST's current financial position and support the organisation with initiatives to reduce the overspend. Both SBC and SCST officers had been in regular discussions with the DfE and the Local Government Association to highlight the ongoing financial pressures facing the Trust and children's services generally.
- The Housing Revenue Account was budgeted to spend £37.550 million in the current financial year; this gave a planned net deficit of £2.871 million. The deficit would be made up by a planned contribution from the housing reserves. Currently, income and expenditure were expected to have a neutral balance for the year.
- Write-offs totalling £202,776.12 had arisen over the past three months. It was explained that every effort was made to recover money owed and write-offs were requested as a last resort, either when the debtor was untraceable or had absconded.
- The Council currently had £8.200 million of general reserves and £4.200 million of earmarked reserves available to protect the Council from unforeseen financial pressures.

The Chair invited Members to comment and ask questions.

During the course of the discussion, the following points were raised:

- It was highlighted the SCST had faced the real possibility of becoming insolvent. A Member asked how assured officers were that this situation would not occur again in the future. It was explained that regular discussions were being held between the Council and SCST and officers were vigilantly aware of the issues that could arise. SCST was a demand led service, and work had been undertaken to implement initiatives to generate savings.
- Referring to section 5.15 of the report 'It is absolutely in the Council's best interests to ensure the SCST's finances are in a robust position at contract end'. A Member asked when the contract was scheduled to end. It was reported that the contract was due to end in 2021/22 and it was in the Council's best interests to ensure SCST was in a financially robust position, in case it was deemed, at contract end that any existing liabilities owed by SCST should fall to the Council rather than the DfE. SBC officers had entered into discussions with DfE officials to obtain clarification on this matter.
- A Member asked what financial impact it was anticipated the Covid-19 virus would have on the Adult Social Care budget. It was explained

## Overview & Scrutiny Committee - 12.03.20

that officers had been holding daily meetings to discuss and review the implications the Covid-19.

- In response to a query regarding staff of SCST, the Committee was advised that when the Trust was established the existing operational staff had been TUPE (Transfer of Undertakings Protection of Employment) transferred over to the Trust. The Trust operated a strategic board, and one councillor had been appointed to sit as a board member.
- A Member asked who scrutinised SCST. It was explained that SCST was held to account by the DfE and external auditors. In addition, the Council's scrutiny panels could request reports and officer attendance at meetings. The Education and Children's Services Scrutiny Panel was due to consider the SCST Annual Report at the meeting scheduled to be held on 15th April 2020.
- The Council was currently on target to achieve 79% of the savings agreed as part of the 2019/20 revenue budget. It was explained that planned savings targets had slipped mainly due to a delay in the third and fourth tier management restructure not being completed.

The Chair thanked the Service Lead, Finance for the report.

Resolved – That the Committee noted:

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

### **65. Capital Monitoring Report at 31st December 2019**

The Service Lead, Finance introduced a report that provided a summary of spend against capital budgets for the 2019-20 financial year, as at the end of December 2019, and confirmed the budgets to be re-profiled into future years.

Members were informed that in the first nine months of 2019-20, 72 % of the budget of £171.119 million had been spent; it was currently projected that 97% of the budget would be spent by the end of the financial year. Some of the budgets had been re-profiled into future financial years and would form part of the Capital Strategy report. The main areas of expenditure were: secondary expansion programme, corporate headquarter project, James Elliman Homes, Old Library site hotel development, Strategic Acquisition Board, and the Thames Valley University development.

## Overview & Scrutiny Committee - 12.03.20

In relation to the Capital Programme project 'procuring of a new refuse fleet and grounds plant equipment and the capitalisation of domestic wheeled bins' a Member noted that a new refuse fleet had been procured two years' ago and asked why the fleet needed to be replaced so soon. The Service Lead, Finance agreed to seek further information from the relevant department and to provide an update to the Committee.

A Member queried why the capital loan for Nova House had been re-profiled. The Service Lead, Finance explained that there had been an underspend on the project; but he was unable to expand on the detailed reasons this had occurred.

Details regarding the refurbishment of Wexham House project was sought. It was agreed that the Service Lead, Finance would seek further information from the relevant department and provide an update to the Committee.

The Chair thanked the Service Lead, Finance for the report.

### **Resolved –**

- (a) That the Committee noted the report, including the revised 2019-20 budget and the re-profiling of budgets into future years.
- (b) That the Service Lead, Finance be requested to circulate responses to the queries raised during the consideration of the report, as detailed above.

## **66. Forward Work Programme 2019/20**

The Committee noted that the following reports were due to be considered at the meeting scheduled to be held on 16<sup>th</sup> April 2020:

- Heathrow Economic Development Plan and Vision
- Slough Violence Taskforce
- Q3 Performance and Projects (information only)

Members requested that the Q3 Performance and Projects report be considered as an information only report, unless any gold projects were showing as red. The Policy Insight Manager agreed to liaise with the Strategic Programme Management Office Manager to confirm the status of the gold projects.

**Resolved –** That, subject to the detail above, the Forward Work Programme 2019/20, be approved, as set out in Appendix A of the report.



## **Overview & Scrutiny Committee - 12.03.20**

### **67. Members' Attendance Record 2019/20**

**Resolved** - That the details of the Members' Attendance Record be noted.

### **68. Date of Next Meeting - 16th April 2020**

**Resolved** – That the date of the next meeting was confirmed as 16th April 2020.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.45 pm)

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**Extraordinary Overview & Scrutiny Committee – Meeting held on Thursday, 21st May, 2020.**

**Present:-** Councillors Dhaliwal (Chair), Basra, Gahir, Hulme, Matloob, D Parmar, S Parmar and R Sandhu

**Apologies for Absence:-** Councillor Sarfraz

**PART I**

**1. Declarations of Interest**

None were declared.

**2. Appointment of Scrutiny Panels**

Consideration was given to a report that sought approval for the establishment of three Scrutiny Panels and the appointment of Members to serve on them for the 2020/21 Municipal year.

Members noted the additional nominations proposed as set out in the supplementary agenda.

**Resolved –**

- (a) That the Scrutiny Panels set out in paragraph 5.1 of the report be appointed for the 2020/21 Municipal Year.
- (b) That the allocation of seats to the Panels set out in paragraph 5.2 of the report be noted.
- (c) That the allocation of Chairs and Vice-Chairs of each Panel be agreed on the basis set out in paragraph 5.3 of the report, and that these appointments be ratified at the first meeting of each Panel.
- (d) That Members be appointed to serve on each of the Panels as set out below:

**Education & Children’s Services Scrutiny Panel** – Cllrs Basra (Chair), Kelly (Vice-Chair), Ajaib, Begum, A. Cheema, N.Holledge, Qaseem, A. Sandhu and Sarfraz.

**Health Scrutiny Panel** – Cllrs A.Sandu (Chair), Smith (Vice-Chair), Ali, Begum, Gahir, N. Holledge, Mohammad, Qaseem and Rasib.

**Neighbourhoods & Community Services Scrutiny Panel** – Cllrs Hulme (Chair), Kelly (Vice-Chair), Ajaib, Gahir, M.Holledge, Matloob, Minhas, S.Parmar and Sabah.

- (e) That the following co-opted Members be appointed to the Scrutiny

## Overview & Scrutiny Committee - 21.05.20

Panels:

### **Education & Children's Services Scrutiny Panel**

Voting Co-opted Members

Nominations awaited.

Non-Voting Co-opted Members

Secondary School Representative - Paul Kassapian  
Slough Youth Parliament - Fifi El Sayed

### **Health Scrutiny Panel**

Non-Voting Co-opted Member

Colin Pill - Healthwatch Representative

Buckinghamshire Health and Adult Social Care Select Committee –  
nomination awaited.

### **Neighbourhoods & Community Services Scrutiny Panel**

Non-Voting Co-opted Members

Residents Board Panel – Manvinder Matharu and Trevor Pollard

## 3. **Date of Next Meeting - 11th June 2020**

**Resolved** – That the date of the next meeting was confirmed as 11<sup>th</sup> June 2020.

Chair

(Note: The Meeting opened at 7.45pm and closed at 7.55 pm)

**Slough Borough Council**

**REPORT TO:** Overview & Scrutiny Committee

**DATE:** 11 June 2020

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

**Ward** All

**PART I**

**FOR COMMENT AND CONSIDERATION**

**SBC COVID-19 RECOVERY AND RENEWAL PLANNING**

1. **Purpose of Report**

1.1 To consider the role for Overview & Scrutiny in scrutinising SBC's Covid-19 recovery and renewal planning, in line with Cabinet's resolution on 18<sup>th</sup> May (**see 5.1.6**).

2. **Recommendation**

2.1 The Overview & Scrutiny Committee:

- a) Review the information included in section 5 and the appendices.
- b) Decide how best the Overview & Scrutiny Committee can work with Cabinet to support recovery and renewal planning.
- c) Assign specific issues to the Committee's work programme, and those of the other scrutiny panels (**see 5.3**).

2. **The Slough Joint Wellbeing Strategy 2020-24**

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

However the response to the crisis has demonstrated the strength of community and partnership working.

### 3. **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

### 4. **Other Implications**

- (a) **Financial** –There are no financial implications associated with the proposed actions.
- (b) **Risk Management** – There are no identified risks to the proposed actions. A Covid-19 risk register has been prepared (Appendix B).
- (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.

### 5. **Supporting information**

#### 5.1 **SBC Covid-19 strategy**

- 5.1.1 The introduction of the 'lockdown' by the UK government saw non-essential businesses close down and the population (with the exception of Key Workers) instructed to work from home to slow down the spread of the Covid-19 pandemic. The looming economic crash created by the closure of most businesses requires Slough Borough Council to reconsider existing strategies and introduce revised short and medium-term plans to respond to the inevitable health, wellbeing, social and financial aftershocks of the public health crisis.
- 5.1.2 Whilst these short to medium-term plans will introduce financial and social pressure points on the Council, the intention is that Recovery will make SBC a more resilient and inclusive organisation.
- 5.1.3 On 18<sup>th</sup> May, Cabinet agreed to develop two separate but related plans: a two-year Recovery Plan and a five-year Renewal Plan.

- 5.1.4 The rationale is that by adopting this approach, SBC will be in a position to speed-up the Council's transition from Crisis Management/Business Continuity Planning to re-focusing on a place where people choose to live, work, shop, invest and do business and positioning Slough as the strategic partner of choice in SE England. If effective, the Recovery Plan will help to establish '*the new norm*' for Slough and incorporate new dynamics into the existing Our Futures (transformation) Programme.
- 5.1.5 The attached slides (Appendix A) provide a high level analysis of the impacts of Covid-19, which will be addressed in the plans for recovery and renewal. These include accelerating much of our initial thinking that has informed the Our Futures transformation programme including:
- The importance of partnership and community working
  - The value of shared intelligence and data across the council and with partners to build a common picture of our communities so that we can use the insight to identify shared priorities
  - The importance of addressing socio economic factors that contribute to the health and wellbeing of our communities
- 5.1.6 The Cabinet also resolved to 'establish a joint Working Group of Cabinet and Scrutiny to work together to contribute to the work'.

## 5.2 Centre for Public Scrutiny Guidance on scrutiny during the COVID crisis

- 5.2.1 In April, the Centre for Public Scrutiny (CfPS) published guidance for councillors on managing some of the challenges associated with carrying out their governance roles during the Covid- 19 crisis. Although not an official agency, the CfPS are recognised for their expertise in this area, and have been working closely with Government and the Local Government Association (LGA).
- 5.2.2 The guidance lays out a set of key challenges against which scrutiny must now operate, which may need to change the way in which scrutiny discharges its responsibilities in the short to medium term, including that:
- Members' capacity will be mainly focussed on supporting residents
  - Officer capacity will be reduced and scrutiny staff may have been redeployed
  - The situation is too fast-moving to allow for the effective prioritisation of scrutiny work far in advance
- 5.2.3 Despite these challenges, scrutiny must restart to provide councillors and the public with assurance that decisions are being made in a way that is transparent and accountable. Councillors need to be kept in the loop and recognised as having a valid and vital role to play. Accountability and oversight also needs to be more dynamic, and engage with the realities of the situation, while ensuring there is a clear paper trail for decisions.

5.2.4 The guidance also suggests a new substantive focus for scrutiny, in light of the crisis:

- **Oversight of the system response to COVID-19** - scrutiny can consider how well partners are working together, overseeing the systems that contribute to smooth, effective decision-making, and bringing influence to bear on disagreements or blockages.
- **Oversight on life and limb issues** - there will be particular services in the local area exposed to unique pressures as a result of the pandemic. Scrutiny can productively keep a watching brief on council and partner action on these matters, which include:
  - Use of social care powers
  - Protecting vulnerable children
  - The intersections around public health, community health and acute health where the pandemic will make particular demands
- **Acting as a conduit for community experiences** - councils will need ways of understanding how these trends are developing on the ground – and how voluntary activity may need to be supported differently. The public forum of scrutiny is a convenient and (potentially) high profile way to draw those insights into the council's corporate work.

5.2.5 The guidance also states that “scrutiny members will probably wish to maintain a watching brief over general council services and activity. Certain matters may engage with the COVID-19 response and other life and limb matters – in which case they can be escalated to committee. Other matters would probably need to go on hold.”

### 5.3 Constitution - Overview & Scrutiny Committee Work Programme Responsibilities

5.3.1 Under Article 6 of SBC's constitution, the Overview & Scrutiny Committee' scope incorporates all Overview and Scrutiny functions on behalf of the Council and the co-ordination of the Overview and Scrutiny work plan - including the allocation of issues to Scrutiny Panels.

5.3.2 It is therefore necessary for the Committee to consider which issues arising from SBC's Covid-19 recovery and renewal planning should be referred to which panel/committee.

## 6. Comments of other committees

6.1 This report has not been shared with any other committees.

## 7. Conclusion

7.1 SBC's Covid-19 recovery and renewal planning is an important strategic area, which warrant extensive and effective scrutiny.



7.2 The crisis also presents an opportunity for Overview & Scrutiny to work in a new way alongside the executive to improve planning and decision making, as well as helping to raise Overview & Scrutiny's profile in line with the LGA's recommendations.

## 8. **Appendices attached**

A - Recovery and Renewal planning (slides)

B – Covid-19 Risk Register

## 9. **Background papers**

1. Agenda and decisions, Cabinet, Monday, 18th May, 2020.
2. Centre for Public Scrutiny, COVID-19 support to councils, *Guide 2: Approaches to scrutiny during the crisis*, April 2020.
3. Slough Borough Council Constitution, May 2019, Article 6 - Overview and Scrutiny

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# Covid-19 recovery and renewal planning



Page 17

# CONTENTS

- Strategy on a page
- Impact, context and approach
- Recovery
- Return to OH & LAP's
- Renewal
- Recommendations

# 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

## ECONOMIC IMPACT - GLOBAL

World merchandise trade volumes in 2020 are predicted to fall by between 13% and 32%. To put the economic impact into context, **the best case** position is worse than the 12% drop seen at the height of the global financial crisis in 2008/09.

## IMPACT ON SLOUGH

**BUSINESSES** - many of the established businesses in Slough will struggle. Crucially, this could include ASC and CSC providers. Businesses will need to adapt.

**POVERTY TIME BOMB** - levels of debt will increase; income lost via unemployment or furlough.

**Homelessness** – increases.

**EDUCATION** – education outcomes may decline from 2021 and gaps between disadvantaged children and others are expected to widen.

**CHILDREN'S SOCIAL CARE SERVICES** - expected surge in demand post lockdown - the economic downturn will lead to longer term rise in demand.

**COMMUNITY** – Those with the highest numbers of vulnerability (health, housing, unemployment including people claiming JSA) are the ones that are likely to face the greatest impact.

**MENTAL ILL HEALTH** - 'New' anxiety and worsening of existing mental illness, increased substance misuse, worsened social isolation and loneliness.

**HEALTH & WELLBEING** - Increase in local deaths particularly in care homes & those supported by domiciliary care. Poorer wellbeing and health interventions since March will result in people requiring more support.

**FINANCE** – CTax collection is down. Increase in hardship applications. **Housing Benefit** applications have risen sharply. **Business rate** income has reduced.

## POSITIVE TRENDS

- ✓ Councils workforce's adaptability to respond to crisis
- ✓ The emergence of the One Slough collaborative approach
- ✓ A huge increase in use of our website / web portal and channel shift to using more digital services
- ✓ Increased local knowledge about the residents of Slough - vulnerable adults
- ✓ SBC Business Continuity
- ✓ Improvement in Joint working between the Council and its partners to support each other in managing through this crisis and how quickly processes were mobilised i.e. the Community Hub
- ✓ Reduction in rough sleepers
- ✓ No evictions
- ✓ Key Regeneration projects like the hotels project, NWQ and town centre remain on-track.
- ✓ Commitment from Strategic Regeneration partners
- ✓ Improved Air Quality
- ✓ Across health and social care drawing upon existing relationships and mechanisms.
- ✓ But, it isn't all roses, and we need to retain a savviness in navigating these – whilst still working towards achieving shared goals and desirable systems change.

# 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

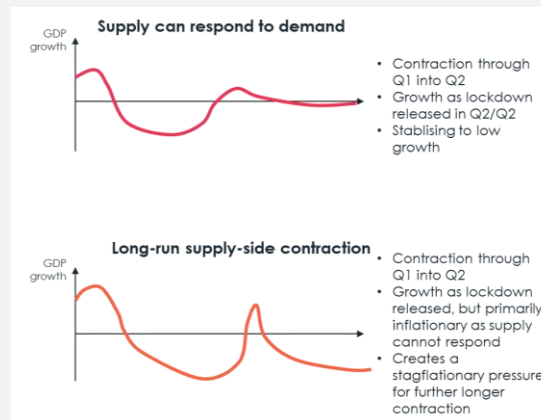
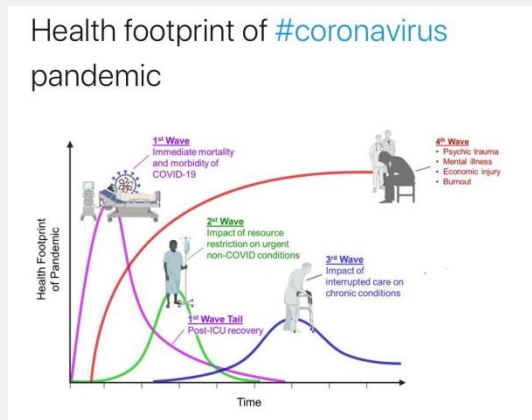
### Negative impact on economy

- 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

Page 22

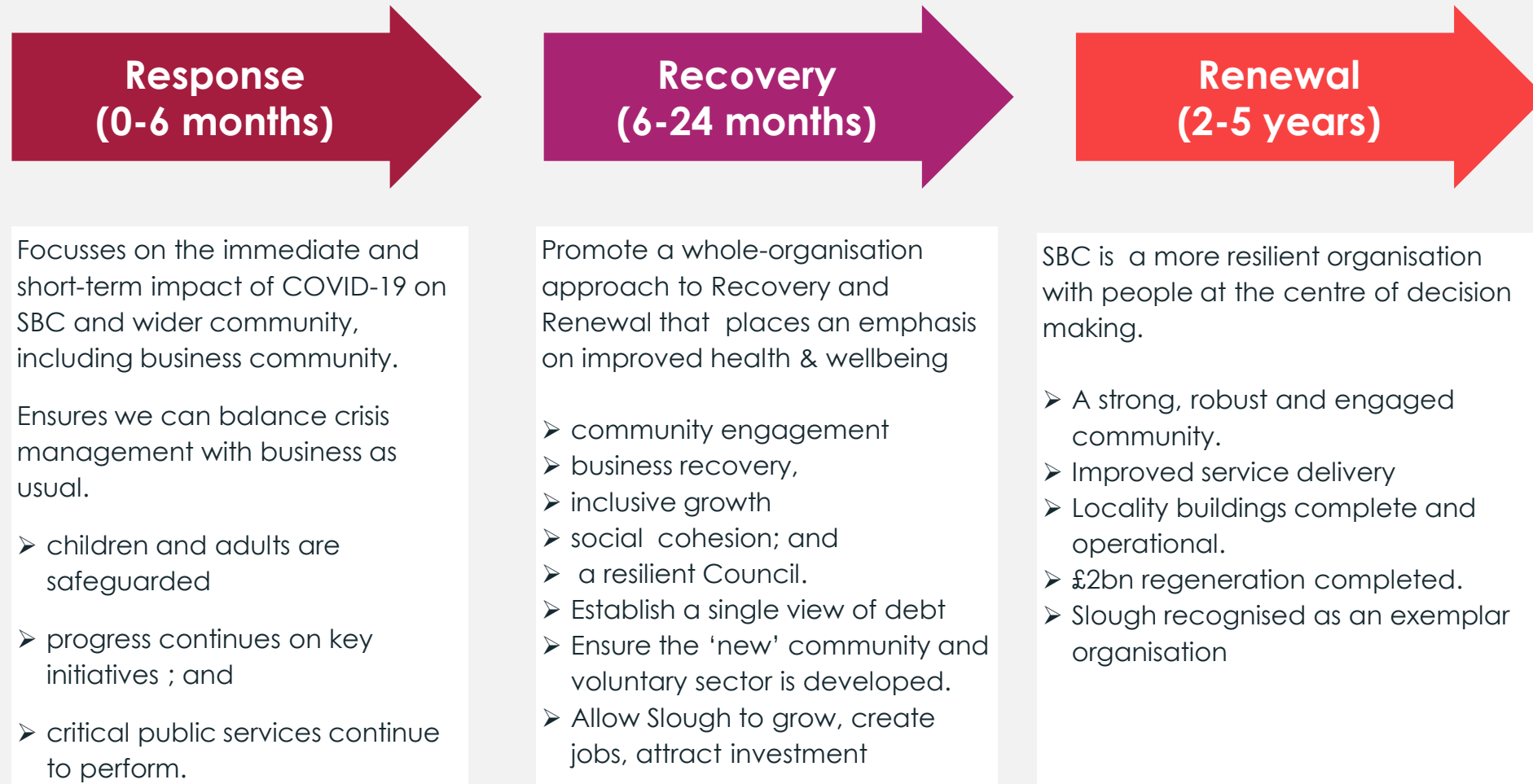


**The pre-Covid ways of working cannot meet the demand and capacity challenge**



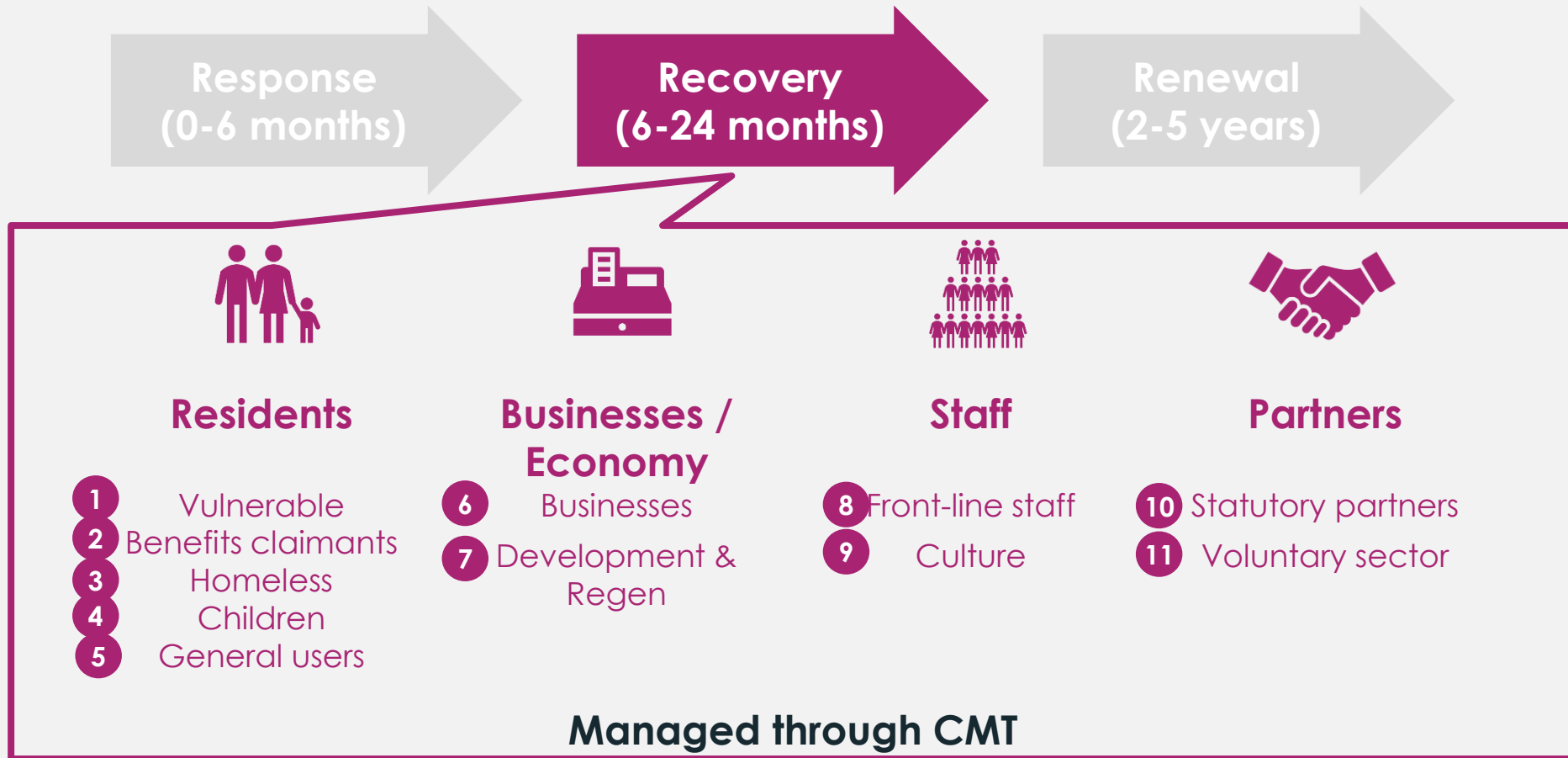


# APPROACH



# HOW THE CLIMATE IS CHANGING

WE HAVE IDENTIFIED MULTIPLE IMPACTS ACROSS STAKEHOLDERS



# HOW THE CLIMATE IS CHANGING

## WE HAVE IDENTIFIED MULTIPLE IMPACTS ON THE OPERATING MODEL

	People / Residents	Economy / Businesses	Staff / SBC	Partners
Changing volume	<ul style="list-style-type: none"> <li>• More vulnerable residents.</li> <li>• More homeless.</li> <li>• More poverty.</li> <li>• More debt.</li> <li>• Backlogs.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced town centre activity.</li> <li>• Reduced investment. - short- &amp; med- term slowdown.</li> </ul>	<ul style="list-style-type: none"> <li>• New working patterns (hours as well as location).</li> <li>• Capacity does not match where the demand is.</li> </ul>	<ul style="list-style-type: none"> <li>• Huge role for partners and community groups in immediate response</li> </ul>
Changing profile / experience	<ul style="list-style-type: none"> <li>• Escalation of vulnerability (children and adults).</li> <li>• More complex needs.</li> <li>• New customers with new needs.</li> <li>• 30+ social immobility.</li> <li>• More interactions.</li> </ul>	<p>Gov't economic policy and level of infrastructure focus (e.g. Crossrail and LHR) Need to protect high street to protect long-term</p>	<ul style="list-style-type: none"> <li>• Changing view of work, and the role of teams and the office.</li> <li>• More flexible and adaptive decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>• Groups able to come together around governance and work flexibly to meet local needs</li> </ul>
Impacts on op model: <b>whole system approach</b>	<ol style="list-style-type: none"> <li>1. Culture of flexibility, adaptability and remote working needs to be built on and accelerated</li> <li>2. The formal structures and workforce are not aligned to this environment – OD must maintain pace</li> <li>3. Council effort needs to be prioritised – cannot simply be a “demand-led service” as demand is too high to serve</li> <li>4. Triage and segmentation become critical – self-serve / supported self-help, <u>saying no</u> to certain demand, using technology and joining-up data to quickly get the right intervention to the right customer</li> <li>5. Coordinated delivery is really important – “tell us once” will be vital to reduce unnecessary contacts</li> <li>6. Coordinated strategies for health, poverty and regeneration will need to form the basis of interventions</li> <li>7. The delivery model must be coordinated and joined-up with partners with them taking on a greater role</li> <li>8. Governance needs to align delegation of operational decisions with financial accountability to ensure unnecessary cost is not incurred, or that cost is understood as operational decisions are taken</li> </ol>			



# WHAT THIS MEANS FOR THE OPERATING MODEL AND OUR FUTURES

## THESE OPERATING MODEL IMPACTS WILL NEED TO BE FED INTO OUR FUTURES

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1. Culture of flexibility, adaptability and remote working needs to be built on and accelerated
2. The formal structures and workforce are not aligned to this environment – OD must maintain pace

3. Council effort needs to be prioritised – cannot simply be a “demand-led service” as demand is too high to serve
4. Triage and segmentation become critical – self-serve / supported self-help, saying no to certain demand, using technology and joining-up data to quickly get the right intervention to the right customer
5. Coordinated delivery is really important – “tell us once” will be vital to reduce unnecessary contacts

6. Coordinated strategies for health, poverty and regeneration will need to form the basis of interventions
7. The delivery model must be coordinated and joined-up with partners with them taking on a greater role

8. Governance needs to align delegation of operational decisions with financial accountability to ensure unnecessary cost is not incurred, or that cost is understood as operational decisions are taken

- OD work continues at pace
- Change and comms plan aligning across OF and Covid

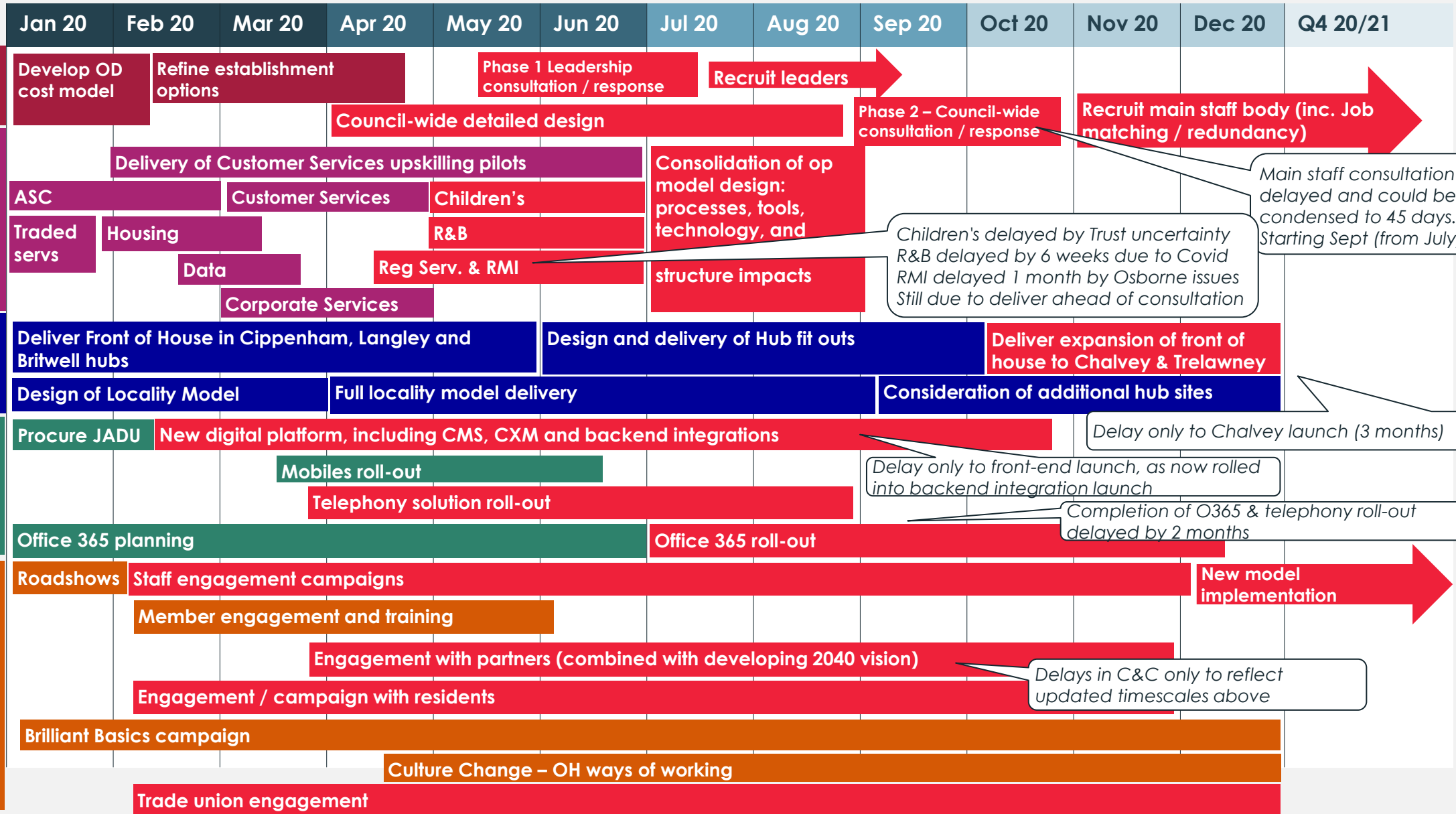
- Op Model work to include these features – Prioritisation, Triage & Segmentation; and Coordinated Delivery
- Locality hub and front of house design become critical design elements
- Jadu remains a key enabler

- **NEW WORK / FOCUS:** partnership working and system-wide strategy needs to be reaccelerated

- Op Model needs to ensure appropriate governance delegation

# RE-BASELINED PLAN CONSIDERING COVID-19 IMPACT

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# WHAT THIS MEANS FOR IMMEDIATE DECISION-MAKING

THERE ARE A NUMBER OF RELATIVELY IMMEDIATE DECISIONS THAT WILL NEED TO BE TAKEN

1

## **Return to Observatory House post-lockdown**

What does this look like taking into account LMP decant and localities model?

SEE SUBSEQUENT SLIDES

2

## **What does ASC and CSC look like with the new demand profile?**

Is the 8-8, 7 day model here to stay and how will that be contractually managed and funded?

Are there areas where Slough may need to enter level 3-4 on care act easement rules?

Will certain “broadly interpreted” offers (eg hoarding) need to be narrowed?

Do partners need to take on a larger role in picking up certain types of work?

3

## **How will we manage backlogs?**

Huge backlog of unmet demand in multiple services (registrations, communities, social care, housing RMI etc), how will this be prioritised?

4

## **What does customer contact and the locality hub model look like?**

Do we move to an appointments model?

What services are provided where?

How do we triage most effectively?

How do we ensure most in need do not miss out – eg homeless?

# RETURN TO OBSERVATORY HOUSE

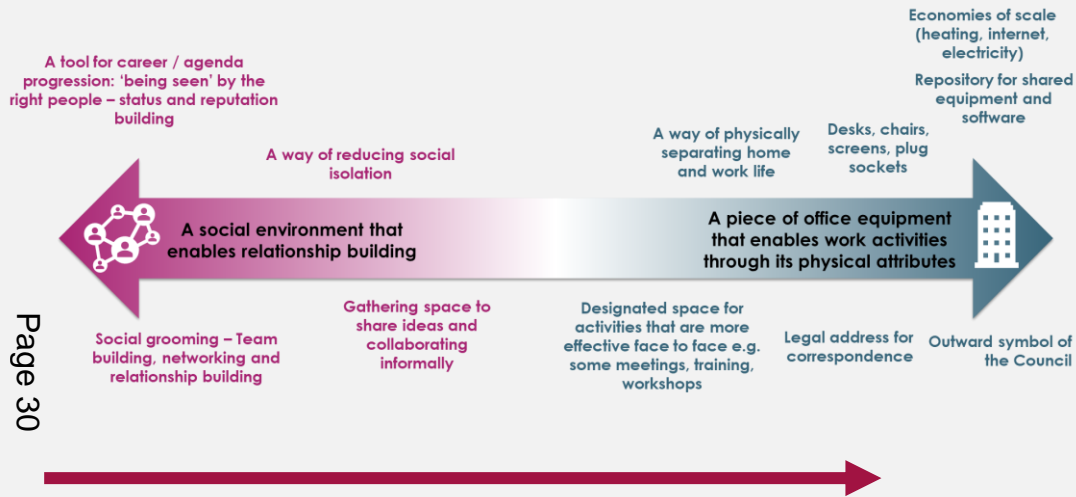
## USING THE RELEASE OF LOCKDOWN TO DRIVE BEHAVIOURAL CHANGE

**There are a number of key questions for re-stacking Observatory House post-lockdown:**

1. What is the purpose of the office as a place of work?
2. How many staff fall within that purpose?
3. What is the impact of social distancing on immediate working and capacity?
4. How do we operate a model that achieves the long-term goal alongside immediate safety needs?
5. Role of LAP's as a workspace?

# RETURN TO OBSERVATORY HOUSE

## WHAT IS THE PURPOSE OF THE OFFICE AND WHO DOES THIS APPLY TO?



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**Lockdown has moved the Council to the right, as a more minimal view of the office**

**Do we want to return to the previous model?**

**Or**

**Do we want to assume relatively minimal use of the office as a base location?**

If so, what are the principles for this use:

- ✓ Access to confidential / restricted data
- ✓ Access to specialist systems
- ✓ Critical role where office presence facilitates a core function (e.g. payment systems)
- ✓ Personal circumstances make working remotely very difficult

**Are there any other core principles?**

**Who / how many does this apply to?**



## OUR APPROACH TO 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

**Managed through CMT**

# WHAT WILL RENEWAL LOOK LIKE?

All localities buildings are operational.  
 Voluntary Sector role embedded in future operating model.  
 A new specification and approach to commissioning services to our community & Voluntary sector is introduced and aligned with the objectives of other public sector partners.

Customer and localities

New operating models and approaches introduced. Touchdown video/teleconferences, already piloted, become the new BAU for rapid decision making. Staff feel valued and rewarded for their professionalism during the CV19 period and into the future. Workforce strategy & plan in place. From Lessons Learned – all services able to meet unforeseen demands with resilience. Joint working with other public sector partners is the new norm.

Operations

People

Place

A seamless pathways to employment and skills (holistic approach bringing together needs of businesses and residents) is introduced, with 5,000 local jobs created. Low carbon zones introduced. £2bn of regeneration works completed, including circa 3,000 new homes, a new cultural and a HE establishment.

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Work with other health and social care partners to integrate the needs of the evolved list of vulnerable people into our joint service plans and strategies to make sure that we provide a strategic and sustainable preventative approach to supporting our residents who are in greatest need.  
 IT: On-line customer portal; digital offer to support independence of Shielded people; Remote working smart phones/laptops; Recording system improvements; client file sharing with partners  
 Data Dashboards for activity to support managers/SMT and national returns

# Covid 19

<b>Report Date</b>	07 May 2020
<b>Comparison Date</b>	In the past 2 Month(s)
<b>Risk Level</b>	

# Covid 19

Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority
Covid 15	Transition back to full time school based education not well managed	Cate Duffy	<p><b>Description</b> Risks that 1. not enough account of challenges of social distancing 2. Parents and staff fear of spread –3. Children not ready to start new academic year – particularly R &amp; Year7</p> <p><b>Consequence</b> low attendance</p>	15	Liaison with DfE REACT teams re nationally co-ordinated approach, phase groups to consider local solution	12	<p>Raise through DfE REACT teams</p> <p><b>Person Responsible:</b> Cate Duffy</p> <p><b>To be implemented by:</b> 30 Nov 2020</p>	9
Covid 13	Vulnerable children and those of key workers do not have access to school provision	Cate Duffy	<p><b>Description</b> Risk that children do not have access to school provision – schools unable to open through staffing shortages</p> <p><b>Consequence</b> Reputational damage to Council</p>	12	All schools open where places required, back up provision agreed	9	<p>Weekly Covid Education meetings with HT- monitor all risks</p> <p><b>Person Responsible:</b> Cate Duffy</p> <p><b>To be implemented by:</b> 30 Apr 2021</p>	9
Covid 17	Safeguarding risks to vulnerable children increase through period of Covid lockdown and school closure	Cate Duffy	<p><b>Description</b> Early Help Hub and SCST reduced ability to conduct BAU due to staff advised remote working, families self isolating, staff absence</p> <p><b>Consequence</b> Children less visible to partners esp schools Lockdown increasing familial risk esp DA</p>	15	<p>SCST RAG priority rating all cases, EHH cases of most concern identified</p> <p>Use of PPE to support visits where appropriate</p> <p>Use of virtual visits – phone, Video call, and doorstep</p> <p>work progressed as normal where possible</p>	12	<p>Weekly visit monitoring</p> <p><b>Person Responsible:</b> Cate Duffy</p> <p><b>To be implemented by:</b> 31 Dec 2020</p> <p>Weekly Covid CSC Task groups meetings</p> <p><b>Person Responsible:</b> Cate Duffy</p> <p><b>To be implemented by:</b> 31 Dec 2020</p> <p>Weekly review of RAG/ cases most concern</p> <p><b>Person Responsible:</b> Cate Duffy</p> <p><b>To be implemented by:</b> 31 Dec 2020</p> <p>QA/Audit of cases to ensure risks being appropriately managed</p> <p><b>Person Responsible:</b> Cate Duffy</p> <p><b>To be implemented by:</b> 31 Dec 2020</p> <p>Sufficient PPE provided</p> <p><b>Person Responsible:</b> Cate Duffy</p> <p><b>To be implemented by:</b> 31 Dec 2020</p>	9

# Covid 19

Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority
Covid 18	Increase in demand for stat children's social care post Covid- with higher needs due to later referral	Cate Duffy	<b>Description</b> Risk of reduction in professional "eyes" on children leads to reduced referrals Safeguarding need is bottled up and increasing – risk of surge post Covid  <b>Consequence</b>	18 =	Clear messages re ongoing need to refer safeguarding concerns	15 =	Weekly monitoring Covid CSC group <b>Person Responsible:</b> Cate Duffy <b>To be implemented by:</b> 31 Dec 2020	12 =
					Partnership wok with schools to ensure attendance of children with social worker where appropriate		SLG oversight partnership issues <b>Person Responsible:</b> Cate Duffy <b>To be implemented by:</b> 31 Dec 2020	
					Provision map of Covid – family support		Link Educ and CSC groups re vulnerable children <b>Person Responsible:</b> Cate Duffy <b>To be implemented by:</b> 31 Dec 2020	
					Work all partners to co-ordinate support. Visits/calls to vulnerable children		DSL network support to continue <b>Person Responsible:</b> Cate Duffy <b>To be implemented by:</b> 31 Dec 2020	
							Develop and share provision map <b>Person Responsible:</b> Cate Duffy <b>To be implemented by:</b> 31 Dec 2020	
Covid 16	Standards and progress decline post Covid, achievement gaps widen	Cate Duffy	<b>Description</b> Gap from full time school based education impact on outcomes in 2021 and beyond, particularly for disadvantaged children  <b>Consequence</b>	15 =	All above during Covid – focus of partnership work on return	12 =	<b>Person Responsible:</b>	=
							<b>To be implemented by:</b>	




# Covid 19

Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority
Covid 8	Children do not have access to Education	Cate Duffy	<p><b>Description</b> Risk that Children do not have access to education through online resources. Risk of Emergency closures of schools through staffing shortages</p> <p><b>Consequence</b> The Good Law Project have warned that there is a risk that councils could face legal action if they fail to provide education, and that the widespread reliance on online learning during the lockdown is illegally disadvantaging state school pupils who lack access to tablets, laptops or adequate broadband.</p> <p>Risks around legal action from those not satisfied with the GCSE and A-Level grades they..</p>	12 =	Schools are grouping together to manage closures	9 =	Person Responsible:	=
					Schools providing assurances that access to education is being provided.		To be implemented by:	
Covid 14	Quality and access to remote learning not consistent	Cate Duffy	<p><b>Description</b> Risk that not all children have access to on-line learning and or that quality of provision may vary- achievement gaps widen</p> <p><b>Consequence</b> achievement gaps widen</p>	12 =	3 phase curriculum groups established & co-ordinated by LA- share practice, identify issues Participate in lap top scheme	9 =	Daily school attendance returns Person Responsible: Cate Duffy To be implemented by: 30 Nov 2020	9 =

## Covid 19

Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority
ASC Covid 5	Cremation service ability to cope with increased demand due to COVID-19	Ginny De Haan	<p><b>Description</b> Crematorium &amp; Cemetery service manages 7-10 cremations per day as BAU. The increase in COVID-19 cases places additional stress on the service and requires increased capacity to keep track with demand. To respond to this additional staff have been identified and redeployed to service but the challenge is that the service will still be operating at maximum capacity weeks after other services have..</p> <p><b>Consequence</b> Inability of SBC to provide burial and crematorium services in a timely manner.</p> <p>High crematorium demand increases demand on repairs and increased maintenance due to breakdown on equipment</p> <p>High demand on burial spaces and potential delay to planned cemetery extension</p>	15	Additional Crematorium Technician recruited through an Agency	9	Move to 2 x 6 hour shifts to build crem capacity and maintain staff resilience	6
					Cemetery extension remains a GOLD project with monthly updates		<p><b>Person Responsible:</b> Ginny De Haan</p> <p><b>To be implemented by:</b> 30 Apr 2020</p>	
					Cremators and computerised operations systems fully serviced in March 2020		Dig 10 graves in advance to cope with any surge	
					Maintenance contractor has remote access to adjust systems		<p><b>Person Responsible:</b> Ginny De Haan</p> <p><b>To be implemented by:</b> 30 May 2020</p>	
					Management monitoring capacity and planning additional cremation and burial slots.		Redeployed staff to the team. Train more crem operators	
					SLA with service provider in place for call outs		<p><b>Person Responsible:</b> Ginny De Haan</p> <p><b>To be implemented by:</b> 30 May 2020</p>	
					Staffing and PPE monitoring on a daily basis reporting to SL.		Monitoring and reporting through to SL and Silver	
					Training plan in place for additional staff seconded to the service. Seconded staff may need to stay with the service after normality has resumed elsewhere in SBC.		Plans for additional resources in action with HR	
	<p><b>Person Responsible:</b> Ginny De Haan</p> <p><b>To be implemented by:</b> 30 Sep 2020</p>							
Covid 9	Unable to Broadcast and effectively run Council meetings	Joe Carter	<p><b>Description</b> Unable to broadcast Council meetings when they resume</p> <p><b>Consequence</b></p>	16			Working with suppliers to beta test solution using Civico and/or BlueJeans	9
						<p><b>Person Responsible:</b> Joe Carter</p> <p><b>To be implemented by:</b> 30 Jun 2020</p>		

## Covid 19

Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority
ASC Covid 19	Risks around vulnerable adults	Martin Elliott	<p><b>Description</b> Safeguarding duties (triaging contacts and undertakeing Safeguarding Enquiries ) are not subject to easements in the Coronavirus Act 2020. A reduction in staff capacity within ASC Social Work Teams and within partner agencies and limited access to residents due to social distnacing/isolation or PPE availability may adversely affect ASC's ability to conduct enquiries effectively. The council would..</p> <p><b>Consequence</b> Safeguarding issues may not be identified and reported because they are behind closed doors and less community visits, both private and professional are being undertaken. Social Work access to service users who at risk of abuse or expeirencing abuse may be declined using Covid -19 restrictions (isolation etc) as a reason. Potential perpetrators wil be undermore stress or using more alcohol..</p>	<p>12</p> 	Commissioning Team are in contact with care providers regarding their response to servcie users who are at higher risk with Covid 19. Current Service users have been RAG rated via IAS.	<p>6</p> 	Teams will continue to liaise with agencies and service users to reduce risk. <b>Person Responsible:</b> Martin Elliott <b>To be implemented by:</b> 30 May 2020	<p>3</p> 
					Information about contacting SBC ASC when a Safeguarding is identified has been placed on the SBC Coronavirus Webpage		Continue to monitor Safeguarding Concerns raised by key partners and manage any changes in reporting levels. <b>Person Responsible:</b> Martin Elliott <b>To be implemented by:</b> 30 May 2020	
					Safeguarding Concerns continue to be received and triaged within 24 hours. Safe contact is made with the service user taking into account the risk and Covid -19 guidance on social distancing, isolation and shielding		Safeguarding Manager, Locality Teams and Commissioning to monitor Organisational Safeguarding Concerns and communicate via Care Governance. <b>Person Responsible:</b> Martin Elliott <b>To be implemented by:</b> 30 May 2020	
					Safeguarding enquiries continue to be undertaken in line with policy.		Monitor care home availability and need for places of safety <b>Person Responsible:</b> Martin Elliott <b>To be implemented by:</b> 30 May 2020	
					Safeguarding Leads for all partners are liaising and sharing information about capacity.		Teams to review care and support plans to ensure these needs are addressed and where necessary and proprtionate increased support to be put in place. <b>Person Responsible:</b> Martin Elliott <b>To be implemented by:</b> 30 May 2020	
					Safeguarding Manager attends Partnership Meetings regarding Domestic Abuse and Safeguarding.		Continue to liasie with Safeguarding Partners regarding the Safeguarding environment and capacity <b>Person Responsible:</b> Martin Elliott <b>To be implemented by:</b> 30 May 2020	
					Voluntary agencies have received information on how to report Safeguarding Concerns			
					Where risk assessment indicates a visit is required safe visiting arrangements including PPE are outin place			



## Covid 19

Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority
							Continue to send out messages to the community that ASC is available to conduct Safeguarding Work. <b>Person Responsible:</b> Martin Elliott <b>To be implemented by:</b> 30 May 2020	
Covid 7	Financial impact	Neil Wilcox	<p><b>Description</b></p> <p>Close down of companies during lockdown affecting income</p> <p>Inability of tenants, creditors and leaseholders to pay rates, rents and fees</p> <p>Risk that funding for accommodating the homeless runs out after May but restrictions are still in place</p> <p>Fraud- The threat of fraud is greater during emergency situations than at other times, with relaxed procurement rules, and all public bodies..</p> <p><b>Consequence</b></p> <p>Cash flow and liquidity reduced and projected income reduced affecting ability to provide services</p> <p>Reliance on additional borrowing to provide services</p> <p>Increase in overall debt and reliance on reserves and borrowing</p>	16 	<p>Councils are responsible for administering the Small Business Grants Fund (SBGF) and Retail, Hospitality and Leisure Grant Fund (RHLGF). Ensuring that we have sufficient resources in place to process applications effectively may help support local businesses. As well as publicising the support available to raise awareness.</p> <p>Outsourcing of some work elements to reduce exposure</p> <p>Review service provision and realign and/or delay some service provision</p> <p>The Communications team have published information for the public on how to avoid scams.</p>	12 	<p><b>Person Responsible:</b></p> <p><b>To be implemented by:</b></p>	

# Covid 19

Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority
Covid 10	Waste Collections	Richard West	<b>Description</b> Reduction in waste collection services leads to Residents disposing of waste in unsafe ways  <b>Consequence</b> Increased burden on the emergency services responding to out of control bonfires  Increased flytipping	12	Business Continuity Plan	9	<b>Person Responsible:</b>  <b>To be implemented by:</b>	
					Maintain waste collection services - The Government have produced guidance that councils should maintain waste collections as much as possible at this time.			
Covid 6	Supply chain and contracts affected by pandemic	Stephen Gibson	<b>Description</b> Contracts and Supply chain disruption  <b>Consequence</b> Essential services supplies disrupted producing shortages  Contracts providing services seek damages and claims for delays	16	Close down and "mothball " buildings till "lockdown" is over Staff relocated to other buildings	12	Re-engage supply chain and service contracts at end of "lockdown" to resume business as usual service  <b>Person Responsible:</b> Stephen Gibson <b>To be implemented by:</b> 30 Oct 2020	2
					IT kit and mobile phones required and ordered ahead, essential services have been prioritised, before provision of kit to non-essential services.			
					Review contract terms and condition identifying clauses for claims			
					Review essential services e.g. statutory compliances and maintain social distancing.			
Covid 4	Super surge in local COVID 19 cases affecting front line staff and/or volunteers	Surjit Nagra	<b>Description</b> Serious impact on the ability of SBC to provide services vulnerable people due to shortfall in staff/volunteers that provides critical services  <b>Consequence</b> Inability to provide critical services and/or provide services to shielding clients.	20	Business Continuity Plan	20	Ongoing review till surge reduces. Keeping staff and/or volunteers exposure is reduced  <b>Person Responsible:</b> Surjit Nagra <b>To be implemented by:</b> 30 Oct 2020	12
					Operate staff redeployment from non-critical areas to supplement and support staff in critical and priority			
					Place fewer burdens on existing volunteers.			
					Work collaboratively with NHS, Faith Groups, CVS and others organisations to promote local volunteering opportunities.			

## Covid 19

Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority
Covid 1	Business Continuity – outbreak of COVID 19 amongst SBC staff	Surjit Nagra	<p><b>Description</b> The potential for crisis management and/or business as usual being severely affected by an outbreak of COVID-19 within SMP, Hawker House, Observatory House or other SBC places of work.</p> <p><b>Consequence</b> Disruption of service due to staff being isolated Increase in complaints due to inability to provide full service Serious ill health /Death of vulnerable staff resulting in increase of fear amongst staff Mental health issues increased due to staff being isolated</p>	12	Assess whether there is sufficiency of expertise available, in risk management, supply chain risk management, subject matter and communications	6	Introduce Comms plan to keep staff updated using various platforms <b>Person Responsible:</b> Surjit Nagra <b>To be implemented by:</b> 30 Apr 2020	4
					Business Continuity Plan		Increase supply of IT to promote home working <b>Person Responsible:</b> Surjit Nagra <b>To be implemented by:</b> 30 Apr 2020	
					Ensure good hygiene practice and appropriate personal protective equipment where necessary		Establish list of critical and priority staff and allocate IT to ensure that these services can operate remotely <b>Person Responsible:</b> Surjit Nagra <b>To be implemented by:</b> 30 May 2020	
					Establish list of staff members that are at higher risk because of pre-existing health conditions and take action accordingly		Additional training in crisis management for relevant staff and seek support in risk management, supply chain risk management. <b>Person Responsible:</b> Surjit Nagra <b>To be implemented by:</b> 31 Jul 2020	
					Facilitate working from home where possible			
					Follow government health and travel advice			

# Covid 19

Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority
Covid 2	Legal action due to failure to provide guidance to staff and volunteers on safe working procedures	Surjit Nagra	<p><b>Description</b> Lack of action and guidance to staff resulting in increased exposure of staff leading to serious ill-health or death of an employee/volunteer and/or member of their family.</p> <p><b>Consequence</b> Under the Corporate Manslaughter &amp; Corporate Homicide Act 2007 only the Council, not directors, may be prosecuted and the outcome would be a fine. Under that Act an individual cannot be found guilty of aiding or abetting, counselling or procuring the offence. It is possible for a Director to be prosecuted at common law for gross negligence manslaughter but convictions are very rare and only in..</p>	16 =	PPE prioritised	8 =	Continually reinforce message to staff regarding safe working procedures. <b>Person Responsible:</b> Surjit Nagra <b>To be implemented by:</b> 30 Oct 2020	4 =
					Regular guidance in various formats regarding hygiene and social distancing issued		Review working practises to reduce reoccurrence of exposure. <b>Person Responsible:</b> Surjit Nagra <b>To be implemented by:</b> 30 Oct 2020	
					Staff provided with PPE and training/instructions for proper use of PPE.		Seek to work via procurement networks to maintain supply <b>Person Responsible:</b> Surjit Nagra <b>To be implemented by:</b> 30 Oct 2020	
							Stress test various and different operational scenarios <b>Person Responsible:</b> Surjit Nagra <b>To be implemented by:</b> 30 Oct 2020	
							Ensure that a supply of appropriate PPE is continually available to staff <b>Person Responsible:</b> Surjit Nagra <b>To be implemented by:</b> 30 Oct 2020	
Covid 12	Staff working from Home for extended Periods	Surjit Nagra	<p><b>Description</b> Staff developing musculoskeletal problems during extended use of DSE equipment that cannot be adapted to individuals needs</p> <p><b>Consequence</b> Material increase the number of staff members reporting back and neck injuries leading to a short and long-term increase in absence from work</p>	8 =	Issue guidance to staff on appropriate working practices, allow staff with particular problems to take kit home and/or buy new kit and allow other staff experiencing problems to collect kit from the office and take it home.	6 =	<b>Person Responsible:</b> <b>To be implemented by:</b>	=

## Covid 19

Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority
ASC Covid 15	Workforce resilience	Surjit Nagra	<p><b>Description</b> Long term exposure to stresses could have impact to staff physical and mental wellbeing thus affecting ability to work</p> <p><b>Consequence</b> Sharp increase in staff absences post pandemic affecting recovery stage and business as usual</p>	9 =	Provide adequate remuneration for staff working additional hours	4 =	Provide on going screening and counselling services	2 =
					Provide sufficient rest days		<p><b>Person Responsible:</b> Surjit Nagra</p> <p><b>To be implemented by:</b> 31 May 2021</p>	
					Redeployments to increase staff pool			
Covid 3	Staff and/or volunteer fatigue	Surjit Nagra	<p><b>Description</b> Potential for staff and/or volunteers to 'burn out' as a consequence of exposure to pandemic</p> <p><b>Consequence</b> Inability to operate critical services and/or provide support to shielded/vulnerable people.</p>	9 =	Operate staff redeployment from non-critical areas to supplement and support staff in critical and priority areas.	4 =	Ongoing review and discussion with staff and volunteers to mitigate fatigue.	2 =
					Place fewer burdens on existing volunteers.		<p><b>Person Responsible:</b> Surjit Nagra</p> <p><b>To be implemented by:</b> 30 Nov 2020</p>	
					Review of skills audit to ensure the right people are considered for redeployment			
					Work collaboratively with NHS, Faith Groups, CVS and others organisations to promote local volunteering opportunities.			
Covid 5	Potential for non-DBS checked staff/volunteers providing emergency Services	Surjit Nagra	<p><b>Description</b> Potential for unsuitable individuals to be allowed to provide services to vulnerable people.</p> <p><b>Consequence</b> Vulnerable persons subject to abuse and mistreatment</p>	9 =	DBS checks in place and all non DBS staff to be supervised closer taking into account distance guidelines	6 =	Non DBS staff utilised in areas that do not include vulnerable people	3 =
					<p><b>Person Responsible:</b> Surjit Nagra</p> <p><b>To be implemented by:</b> 30 Jun 2020</p>			

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**MEMBERS' ATTENDANCE RECORD 2020/21**  
**OVERVIEW AND SCRUTINY COMMITTEE**

<b>COUNCILLOR</b>	<b>21/05/20</b> Extraordinary	<b>11/06/20</b>	<b>09/07/20</b>	<b>10/09/20</b>	<b>04/11/20</b>	<b>07/01/21</b>	<b>28/01/21</b>	<b>18/03/21</b>	<b>08/04/21</b>
Basra	P								
Dhaliwal	P								
Gahir	P								
Hulme	P								
Matloob	P								
D Parmar	P								
S Parmar	P								
Sarfraz Six Months' Maternity Leave									
R Sandhu	P								

P = Present for whole meeting    P\* = Present for part of meeting    Ap = Apologies given    Ab = Absent, no apologies given

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