

Date of issue: Friday, 8 May 2020

MEETING:	CABINET	
	Councillor Swindlehurst	Leader of the Council and Cabinet Member for Regeneration & Strategy
	Councillor Akram	Deputy Leader of the Council and Cabinet Member for Governance & Customer Services
	Councillor Anderson	Sustainable Transport & Environmental Services
	Councillor Bains	Inclusive Growth & Skills
	Councillor Carter	Children & Schools
	Councillor Mann	Planning & Regulation
	Councillor Nazir	Housing & Community Safety
	Councillor Pantelic	Health & Wellbeing
DATE AND TIME:	MONDAY, 18TH MAY, 2020 AT 6.30 PM	
VENUE:	VIRTUAL MEETING	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE	01753 875120

NOTICE OF MEETING

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



JOSIE WRAGG
Chief Executive

AGENDA

PART I

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	Apologies for absence.		
1.	Declarations of Interest	-	-
	<i>All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i>		
2.	Minutes of the Meeting held on 16th March 2020	1 - 8	-
3.	SBC Response to COVID-19	9 - 26	All
4.	SBC COVID-19 Recovery & Renewal Planning	27 - 48	All
5.	COVID-19 Decisions	49 - 58	All
6.	Impact of COVID-19 on the 2020/21 Revenue Budget	59 - 66	All
7.	SUR Partnership Business Plan 2020/21	67 - 84	All
8.	Council Housing 'Buy Backs'	85 - 90	All
9.	Adoption of New Highway Asset Management Strategy 2020/25	91 - 120	All
10.	Contracts in Excess of £180,000 in 2020/21	121 - 126	All
11.	References from Overview & Scrutiny	-	All
12.	Notification of Forthcoming Decisions	127 - 136	All
13.	Exclusion of Press and Public	-	-

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

PART II

14.	SUR Partnership Business Plan - Appendix	Appendix Pack	All
15.	Acquisition of land at AkzoNobel and Masterplan Approach to the future development of the area	137 - 160	Central

Press and Public

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

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

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

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

Note:-

Bold = Key decision

Non-Bold = Non-key decision

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Cabinet – Meeting held on Monday, 16th March, 2020.

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

Also present under Rule 30:- Councillors Smith and Strutton

Apologies for Absence:- Councillors Akram, Anderson and Bains

PART 1

109. Declarations of Interest

No declarations were made.

110. Minutes of the Meeting held on 3rd February 2020 and the Extraordinary Meeting held on 20th February 2020

Resolved – That the minutes of the meeting of the Cabinet held on 3rd February 2020 and the Extraordinary Meeting held on 20th February 2020 be approved as a correct record.

111. Coronavirus Update

The Chief Executive gave a verbal update on the Council's response to the coronavirus pandemic.

The Council's planning had been ongoing since February and as the situation was escalating the Gold command structure had been established to enable the necessary decisions to be taken quickly within a robust governance structure. A number of Task Groups were in place and there was also strong engagement with the NHS and other partners, as well as regular communication with staff.

The Council was taking a responsible and proportionate response and was planning for a worst case scenario. Critical services had been agreed and work was taking place to identify high risk clients. The impact on services would be extensive and the authority was following Government's guidance.

Lead Members would be updated regularly as the situation evolved.

Resolved – That the update be noted.

112. Performance & Projects Report, Quarter 3 2019/20

The Service Lead Strategy & Performance introduced a report that set out the latest performance information for the third quarter of the financial year to the end of December 2019. The report included the corporate balanced scorecard, update on key projects and delivery against manifesto commitments.

Key areas of performance improvement included a reduction in the attainment gap between disadvantaged children and other children at Key Stage 4; the level of street cleanliness; and the number of licensed mandatory Houses of Multiple Occupation. However, whilst the number of adults managing their care and support via a direct payment had increased to 584 in quarter 3, it was below the 676 year to date target.

Nine projects in the portfolio had been completed during the quarter including Homelessness Reduction and the Crematorium Refurbishment. The transition of staff from Arvato had been successfully delivered on 1 November 2019 and the move to Observatory House had continued with minimal interruption to staff activities. The hotels and residential projects on the Old Library site were 9 ½ and 12 weeks ahead of schedule respectively. Significant progress had been made in delivery on the 43 manifesto pledges with a further 10 being completed in the third quarter and the majority on track to be delivered by the end of the year.

Lead Members asked about a range of specific issues including the start of enforcement action now that the HMO licensing scheme was progressing well and the work being done to increase the levels of activity of Slough residents. It was noted that the measure in the performance report on the level of inactivity was an annual measure and officers were seeking to identify other indicators that would help track progress.

At the conclusion of the discussion the report was noted.

Resolved – That the Council's current performance as measured by the performance indicators within the balanced scorecard, the progress status of the gold projects and the manifesto commitments be noted.

113. Our Futures Update

The Director of Transformation introduced a report on the progress of the Our Futures, including updates from each of the workstreams under the Council's transformation programme.

The foundations of the programme had been laid in 2019 and major changes would be visible in 2020 including consolidating the estate footprint, adopting new ways of working and restructuring the organisation to be more flexible and joined up. The new operating model for the Council was summarised and significant progress had already been made in redesigning and reshaping the organisation to be more customer focused. The progress on the localities strategy, decant of Landmark Place, review of assets and move to 'cashless' operations were all highlighted.

In response to questions, it was confirmed that the Council was on schedule to move out of Landmark Place in May and the new community centre in Chalvey was due to be operational in August.

At the conclusion of the discussion, the report was noted.

Resolved –

- (a) That the progress of the Our Futures Programme, including updates from each workstream be noted.
- (b) That work to decant from Landmark Place and the development of the localities model be noted.

114. Assets Update

The Interim Director of Regeneration introduced a report that updated on the future use of St Martin's Place (SMP) and Observatory House. The update reflected the changes in circumstances from the assumptions made in the report to Cabinet on 29th May 2018 and impact on the business case.

The report proposed that the Council revert to the original proposal for SMP to be redeveloped via Slough Urban Renewal (SUR) into social and affordable housing. The next step was to carry out the necessary survey work on the building to refine the cost estimates of the conversion and approval was sought and given for a sum of £250,000 to undertake the preliminary design and survey work as part of an incremental approach. In response to a question it was expected that the surveys would be carried in the next three months.

The decision to convert SMP into housing would mean Slough Children's Services Trust would need to move to alternative premises. It was proposed that the Trust be offered the opportunity to move to the fourth floor of Observatory House. The Council would manage the move and cover all reasonable costs of relocation. This was agreed.

The Cabinet was updated on the business case for Observatory House, and noted the Appendix, which contained exempt information. The business case had changed since the acquisition in 2018, for example the transfer of Arvato staff had meant that only one floor would be available for commercial rent. Taking the changes into account, assurance was provided that the Council was still projecting to make operational savings within three years of purchase as set out in the original business plan.

The Cabinet welcomed the report and the highlighted that Observatory House was a high quality building providing an excellent working environment for staff and would contribute to the regeneration of the town centre. The update was noted and recommendations agreed.

Resolved –

- (a) That it be noted that despite positive and negative variations in actual costs against the business case to move to 25 Windsor Road and the

redevelopment of St Martin's Place into affordable housing, the Council is still projecting to make operational savings within three years of purchase as set out in the original business case.

- (b) That it be agreed to revert to the original proposal to remodel St Martin's Place to provide affordable housing.
- (c) That delegate authority be given to the Interim Director of Regeneration to enter into a Pre-Construction Services Agreement with Slough Urban Renewal and approve a budget of £250,000 for SUR to undertake a range of building surveys and preliminary design.
- (d) That SBC should offer the opportunity for the Slough Children's Services Trust to move (mainly) into the 4th floor of Observatory House, with SBC managing the move and covering all reasonable costs.
- (e) That the content of Confidential Appendix One be noted.

115. Equalities Update including Gender Pay Gap Report

The Lead Member for Health & Wellbeing introduced a report that set out the 2020 Equality & Diversity Report, including the 2019 gender pay gap figures and gender pay gap action plan.

The report showed that steady progress was being made by the Council in meeting its statutory equalities objectives. The 2019 gender pay gap figures showed that the mean pay gap had reduced from 4.7% in 2018 to 3.1%. The median pay gap remained in favour of women at -2.8%. The Cabinet noted the progress on the establishment of the Women's Network Group set up following the first gender pay gap action plan. The Council was, and would continue to seek to improve the collection of information to better understand equalities issues in the organisation and inform decisions.

The Cabinet discussed various aspects of the report including the progress being made to ensure balanced gender representation at higher levels of the organisation. It was also noted that whilst the Council's commitments under the Armed Forces Community Covenant were not included in this report, consideration would be given to how progress could be measured and reported.

At the conclusion of the discussion the report was noted.

Resolved –

- (a) That the annual developments and progress with the council's current equality objectives be noted:
 - (i) To have a representative and inclusive workforce
 - (ii) To reduce inequalities in service access and outcomes

- (iii) To improve equality of opportunity through fair and evidence-based decision-making
- (iv) To help foster good community relations and community cohesion

(b) That the independently calculated and verified results of the 2019 gender pay gap for Slough Borough Council employees and the associated action plan for 2020-21 be noted.

116. Discretionary Housing Payments Policy

The Lead Member for Housing & Community Safety introduced a report that sought approval of the revised Discretionary Housing Payments policy for 2020/21.

The grant awarded by the Department for Work and Pensions for 2020/21 for Slough Borough Council was £848,666 and it was proposed to maintain spending within this allocation to avoid placing additional pressures on the general fund. This grant was an increase of £198,162 on the current year as the Treasury had provided additional resources to support the most vulnerable people living in private rented accommodation. A total of 241 awards had been made in the year as at 20th February 2020 and it was anticipated that the full budget allocation would be utilised.

The Cabinet considered the policy set out in Appendix A to the report. The changes were to ensure the policy remained in line with legislation, reflected new case law and the increased grant. There was an expansion in the list of types of applications that should be prioritised as set out in paragraph 5.17 of the report.

After due consideration, the revised policy for 2020/21 was approved.

Resolved – That the policy for Discretionary Housing Payments as set out in Appendix A to the report be approved.

117. Local Welfare Provision Policy

The Lead Member for Housing & Community Safety introduced a report that sought approval for the revised Local Welfare Provision policy for 2020/21.

The Local Welfare Provision scheme provided one-off payments for residents facing extreme financial difficulties. This included food bank vouchers, utilities and essential furniture and white goods. The scheme had been originally funded by the Government, but it was a discretionary scheme now entirely funded by the Council. Many local authorities had reduced or withdrawn their schemes, however, SBC had retained the scheme to support vulnerable people.

The agreed budget for 2020/21 was £350,000 which was an increase of £50,000 on the 2019/20. The Council intended to maintain spend within this

budget. Spend in 2019/20 was below profile and there was £77,000 available to be spent by the end of the year. The relatively minor changes to the policy for the next year were summarised and set out fully in the report.

The Cabinet discussed the ability of food banks in Slough to respond to the likely demand from residents during the coronavirus crisis. The Council was discussing with food banks the support they would need. The Government had established a separate hardship fund and although it was not clear how much Slough would receive it was agreed that this extra support should be aligned to LWP.

At the conclusion of the discussion, the Cabinet approved the Local Welfare Provision policy for 2020/21.

Resolved – That the policy for Local Welfare Provision 2020/21 as set out in Appendix D of the report be approved.

118. Business Rates Discretionary Policies

The Director of Finance & Resources introduced a report that sought approval for the updated policies for Business Rates for 2020/21 onwards in respect of the retail discount and pub discount.

A supplementary agenda had been circulated following the Chancellor's Budget on 11th March 2020 announcing further support to businesses effected by the coronavirus restrictions. This included an increase in the retail discount from 50% to 100%. It was proposed that the Director of Finance & Resources be given delegated authority to update the policies to take account of any Government guidance. This was agreed.

At the conclusion of the discussion the recommendations in the report and addendum were agreed.

Resolved –

- (a) That the policies for Business Rates for 2020-21 at Appendix A and B be approved.
- (b) That the Director of Finance & Resources, following consultation with the Lead Member for Inclusive Growth & Skills, be given delegated authority to update the policies following receipt of detailed information or guidance arising from the changes announced by the Chancellor in the March 2020 Budget.

119. Reference from the Trustee Committee - Stabmonk Park Millennium Green Trust Transfer

The Service Lead Regeneration Development introduced a report that sought approval to the acceptance of the offer of the transfer of the Stabmonk Park Chalvey Millennium Green by the Chalvey Millennium Green Trust to Slough

Borough Council. This matter had been considered and approved by the Trustee Committee and would, if agreed by Cabinet, be recommended to Council.

It was noted that the trustees of the Chalvey Green Millennium Trust had struggled to recruit younger residents into the trust and the burden of the management and maintenance of the green was starting to become disproportionate to the trusts resources. The Council had been in discussions with the Trust for some time around the improvements desired to Stabmonk Park as part of the Montem Leisure Centre redevelopment and the potential for the green to transfer to the local authority. The transfer process as detailed in the report was noted. The trust would be overseen by the Trustee Committee.

After due consideration, it was agreed to recommend the transfer to Council.

Recommended – To accept, in principle and subject to completion of due diligence and any requirements of the Charity Commission, the offer of the transfer of the Stabmonk Park Chalvey Millennium Green by the Chalvey Millennium Green Trust to Slough Borough Council, in it's capacity as a corporate trustee of charitable land.

120. References from Overview & Scrutiny

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

121. Notification of Forthcoming Decisions

The Cabinet considered and endorsed the Notification of Decisions published on 14th February 2020 which set out the key decisions expected to be taken by the Cabinet over the next three months.

Resolved – That the published Notification of Key Decisions for the period between March and May 2020 be endorsed.

122. Exclusion of Press and Public

Resolved – That the press and public be excluded from the meeting during consideration of the items in Part II of the agenda as they involved the likely disclosure of exempt information relating to the financial and business affairs of any particular person (including the authority holding that information) as defined in Paragraph 3 of Part 1 the Schedule 12A the Local Government Act 1972.

Below is a summary of the matters considered during Part II of the agenda.

Cabinet - 16.03.20

123. Part II Minutes - Extraordinary Cabinet, 20th February 2020

The Part II minutes of the Extraordinary Cabinet meeting held on 20th February 2020 were approved as a correct record.

124. Assets Update - Appendix

The Cabinet noted Appendix One – Business Case update in resolving the matters in the Part I report.

Chair

(Note: The Meeting opened at 6.33 pm and closed at 7.34 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 18 May 2020

CONTACT OFFICER: Dean Tyler, Service Lead Strategy & Performance
(For all enquiries) 01753 875847

Ward All

Lead member: Councillor James Swindlehurst, Leader of the Council and Cabinet Member for Regeneration & Strategy

PART 1
NON KEY DECISION

SBC RESPONSE TO COVID 19

1. **Purpose of Report**

1.1 To set out the response from the Council to the Coronavirus pandemic.

2. **Recommendation**

2.1 Cabinet is requested to resolve:

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

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, beyond Coronavirus itself. A separate report is being submitted on the Medium Term Financial Strategy.
- (b) **Risk Management** – There are no identified risks to the proposed actions, beyond the risks highlighted in the attached risk register at Appendix B. This uses the council's corporate methodology to ensure that risks are identified and assessed in a consistent manner. The council's Risk and Audit Board will be asked to review the risks identified and agree mitigating 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.

5. **Supporting information**

National context

- 5.1 The coronavirus outbreak began in China in December, and began to spread rapidly across the world throughout January and February. The number of cases detected in the UK accelerated markedly in early March and the Government started to implement measures to protect people and the economy.
- 5.2 Schools were closed from 20th March, as well as all pubs, restaurants, gyms and other social venues. This was followed on 23rd March by the announcement of the nationwide lockdown - requiring the public to stay at home, and only go out if they have a reasonable excuse - such as exercise, shopping for basic necessities, medical needs, providing care for a vulnerable person or travelling to or from work.
- 5.3 The Government is expected to publish details of a phased approach to lifting the lockdown in the next few weeks, but has warned that restrictions will stay in place until its 'five tests' are met:

1. The NHS can cope.
 2. There is a sustained and consistent fall in the daily death rate from coronavirus,
 3. The rate of infection is decreasing to manageable levels across the board.
 4. Operational challenges are in hand with supply able to meet future demand.
 5. Any adjustments will not risk a second peak of infections.
- 5.4 As of 28th April, there have been 157,149 confirmed cases of coronavirus nationally and 21,092 official coronavirus-related deaths. The Prime Minister has stated that the evidence suggests that the country is now past the peak of the virus.
- 5.5 Since the beginning of the crisis the Government has outlined a range of special measures to support the population, business and councils, including:
- Additional funding to support local authorities.
 - The creation of an NHS list of 'shielded' vulnerable citizens, with underlying conditions who are at higher risk.
 - The creation of local authority-led hubs, to provide support to shielded residents.
 - The establishment of a suite of grants, loans and business rates relief to support businesses.
 - A coronavirus job retention scheme, to allow workers to be furloughed at 80% of their salary.
- 5.6 Nationally, there are still many key challenges to be addressed, including the availability of testing and of PPE, and the ability to conduct effective contact tracing.

SBC Response

- 5.7 We have set out our council response as a strategy on a page – see attached at Appendix A.
- 5.8 As a Council we have –
- Moved swiftly to manage the crisis and implement business continuity arrangements
 - Identified critical services and ensured capacity to maintain these (monitoring each of these on a daily basis)
 - Maintained key universal services including uninterrupted weekly waste collection and disposal, grounds maintenance and the Household Waste and Recycling Centre
 - Set up task groups to ensure support to those that need it most across adult social care, children's services and housing
 - Established a hub at Langley and a dedicated team to coordinate requests for support
 - Prioritised PPE
 - Enabled staff to work from home wherever possible
 - Ensured robust governance through daily GOLD/SILVER meetings during the initial period and twice weekly meetings from w/c 20 April
 - Coordinated activity through a central Operations Room (7 days a week)

- Maintained communications to staff, councillors and communities
- Ensured staff are supported through regular communication with messages from the Chief Executive and the Senior Leadership Team, with clear direction to sources of support available.
- Participated in the regional response across the Thames Valley and all regional meetings.

6. **Comments of other committees**

6.1 This report has not been considered by any other committees.

7. **Conclusion**

7.1 The impacts of Coronavirus have been felt across every aspect of the council's services and across the entire community.

7.2 Our focus as a council has always been about addressing the needs of our communities and ensuring that the most vulnerable in our society get the support they need. We have put in place robust plans to respond to the crisis and protect our most vulnerable residents.

7.3 A separate report to Cabinet sets our recovery and renewal planning.

8. **Appendices attached**

A – Strategy on a page
B - Risk register

9. **Background papers**

None

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 Operations 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

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Covid 19

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



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>Description 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 & Year7</p> <p>Consequence 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>Person Responsible: Cate Duffy</p> <p>To be implemented by: 30 Nov 2020</p>	9
Covid 13	Vulnerable children and those of key workers do not have access to school provision	Cate Duffy	<p>Description Risk that children do not have access to school provision – schools unable to open through staffing shortages</p> <p>Consequence 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>Person Responsible: Cate Duffy</p> <p>To be implemented by: 30 Apr 2021</p>	9
Covid 17	Safeguarding risks to vulnerable children increase through period of Covid lockdown and school closure	Cate Duffy	<p>Description Early Help Hub and SCST reduced ability to conduct BAU due to staff advised remote working, families self isolating, staff absence</p> <p>Consequence 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>Person Responsible: Cate Duffy</p> <p>To be implemented by: 31 Dec 2020</p> <p>Weekly Covid CSC Task groups meetings</p> <p>Person Responsible: Cate Duffy</p> <p>To be implemented by: 31 Dec 2020</p> <p>Weekly review of RAG/ cases most concern</p> <p>Person Responsible: Cate Duffy</p> <p>To be implemented by: 31 Dec 2020</p> <p>QA/Audit of cases to ensure risks being appropriately managed</p> <p>Person Responsible: Cate Duffy</p> <p>To be implemented by: 31 Dec 2020</p> <p>Sufficient PPE provided</p> <p>Person Responsible: Cate Duffy</p> <p>To be implemented by: 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	Description Risk of reduction in professional "eyes" on children leads to reduced referrals Safeguarding need is bottled up and increasing – risk of surge post Covid Consequence	18 =	Clear messages re ongoing need to refer safeguarding concerns	15 =	Weekly monitoring Covid CSC group Person Responsible: Cate Duffy To be implemented by: 31 Dec 2020	12 =
					Partnership wok with schools to ensure attendance of children with social worker where appropriate		SLG oversight partnership issues Person Responsible: Cate Duffy To be implemented by: 31 Dec 2020	
					Provision map of Covid – family support		Link Educ and CSC groups re vulnerable children Person Responsible: Cate Duffy To be implemented by: 31 Dec 2020	
					Work all partners to co-ordinate support. Visits/calls to vulnerable children		DSL network support to continue Person Responsible: Cate Duffy To be implemented by: 31 Dec 2020	
							Develop and share provision map Person Responsible: Cate Duffy To be implemented by: 31 Dec 2020	
Covid 16	Standards and progress decline post Covid, achievement gaps widen	Cate Duffy	Description Gap from full time school based education impact on outcomes in 2021 and beyond, particularly for disadvantaged children Consequence	15 =	All above during Covid – focus of partnership work on return	12 =	Person Responsible:	=
							To be implemented by:	




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>Description Risk that Children do not have access to education through online resources. Risk of Emergency closures of schools through staffing shortages</p> <p>Consequence 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	<p>Person Responsible:</p> <p>To be implemented by:</p>	 
					Schools providing assurances that access to education is being provided.			
Covid 14	Quality and access to remote learning not consistent	Cate Duffy	<p>Description Risk that not all children have access to on-line learning and or that quality of provision may vary- achievement gaps widen</p> <p>Consequence achievement gaps widen</p>	12	<p>3 phase curriculum groups established & co-ordinated by LA- share practice, identify issues</p> <p>Participate in lap top scheme</p>	9	<p>Daily school attendance returns</p> <p>Person Responsible: Cate Duffy</p> <p>To be implemented by: 30 Nov 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
ASC Covid 5	Cremation service ability to cope with increased demand due to COVID-19	Ginny De Haan	<p>Description Crematorium & 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>Consequence 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		Person Responsible: Ginny De Haan To be implemented by: 30 Apr 2020	
					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		Person Responsible: Ginny De Haan To be implemented by: 30 May 2020	
					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		Person Responsible: Ginny De Haan To be implemented by: 30 May 2020	
					Staffing and PPE monitoring on a daily basis reporting to SL.		Monitoring and reporting through to SL and Silver Plans for additional resources in action with HR	
					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.		Person Responsible: Ginny De Haan To be implemented by: 30 Sep 2020	
Covid 9	Unable to Broadcast and effectively run Council meetings	Joe Carter	<p>Description Unable to broadcast Council meetings when they resume</p> <p>Consequence</p>	16			Working with suppliers to beta test solution using Civico and/or BlueJeans	9
						Person Responsible: Joe Carter To be implemented by: 30 Jun 2020		

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>Description 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>Consequence 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 expereincing abuse may be declined using Covid -19 restrictions (isolation etc) as a reason. Potential perpetrators wil be undermore stress or using more alcohol..</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> <p>Information about contacting SBC ASC when a Safeguarding is identified has been placed on the SBC Coronavirus Webpage</p> <p>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</p> <p>Safeguarding enquiries continue to be undertaken in line with policy.</p> <p>Safeguarding Leads for all partners are liaising and sharing information about capacity.</p> <p>Safeguarding Manager attends Partnership Meetings regarding Domestic Abuse and Safeguarding.</p> <p>Voluntary agencies have received information on how to report Safeguarding Concerns</p> <p>Where risk assessment indicates a visit is required safe visiting arrangements including PPE are outin place</p>	6 	<p>Teams will continue to liaise with agencies and service users to reduce risk.</p> <p>Person Responsible: Martin Elliott To be implemented by: 30 May 2020</p> <p>Continue to monitor Safeguarding Concerns raised by key partners and manage any changes in reporting levels.</p> <p>Person Responsible: Martin Elliott To be implemented by: 30 May 2020</p> <p>Safeguarding Manager, Locality Teams and Commissioning to monitor Organisational Safeguarding Concerns and communicate via Care Governance.</p> <p>Person Responsible: Martin Elliott To be implemented by: 30 May 2020</p> <p>Monitor care home availability and need for places of safety</p> <p>Person Responsible: Martin Elliott To be implemented by: 30 May 2020</p> <p>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.</p> <p>Person Responsible: Martin Elliott To be implemented by: 30 May 2020</p> <p>Continue to liasie with Safeguarding Partners regarding the Safeguarding environment and capacity</p> <p>Person Responsible: Martin Elliott To be implemented by: 30 May 2020</p>	3 

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. Person Responsible: Martin Elliott To be implemented by: 30 May 2020	
Covid 7	Financial impact	Neil Wilcox	<p>Description</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>Consequence</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>Person Responsible:</p> <p>To be implemented by:</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	Description Reduction in waste collection services leads to Residents disposing of waste in unsafe ways Consequence Increased burden on the emergency services responding to out of control bonfires Increased flytipping	12 =	Business Continuity Plan	9 =	Person Responsible: To be implemented by:	=
					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	Description Contracts and Supply chain disruption Consequence 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 Person Responsible: Stephen Gibson To be implemented by: 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	Description Serious impact on the ability of SBC to provide services vulnerable people due to shortfall in staff/volunteers that provides critical services Consequence 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 Person Responsible: Surjit Nagra To be implemented by: 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>Description 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>Consequence 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 Person Responsible: Surjit Nagra To be implemented by: 30 Apr 2020	4
					Business Continuity Plan		Increase supply of IT to promote home working Person Responsible: Surjit Nagra To be implemented by: 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 Person Responsible: Surjit Nagra To be implemented by: 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. Person Responsible: Surjit Nagra To be implemented by: 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>Description 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>Consequence Under the Corporate Manslaughter & 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. Person Responsible: Surjit Nagra To be implemented by: 30 Oct 2020	4
					Regular guidance in various formats regarding hygiene and social distancing issued		Review working practises to reduce reoccurrence of exposure. Person Responsible: Surjit Nagra To be implemented by: 30 Oct 2020	
					Staff provided with PPE and training/instructions for proper use of PPE.		Seek to work via procurement networks to maintain supply Person Responsible: Surjit Nagra To be implemented by: 30 Oct 2020	
							Stress test various and different operational scenarios Person Responsible: Surjit Nagra To be implemented by: 30 Oct 2020	
							Ensure that a supply of appropriate PPE is continually available to staff Person Responsible: Surjit Nagra To be implemented by: 30 Oct 2020	
Covid 12	Staff working from Home for extended Periods	Surjit Nagra	<p>Description Staff developing musculoskeletal problems during extended use of DSE equipment that cannot be adapted to individuals needs</p> <p>Consequence 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	Person Responsible: To be implemented by:	

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	Description Long term exposure to stresses could have impact to staff physical and mental wellbeing thus affecting ability to work Consequence Sharp increase in staff absences post pandemic affecting recovery stage and business as usual	9 	Provide adequate remuneration for staff working additional hours	4 	Provide on going screening and counselling services	2 
					Provide sufficient rest days		Person Responsible: Surjit Nagra To be implemented by: 31 May 2021	
					Redeployments to increase staff pool			
Covid 3	Staff and/or volunteer fatigue	Surjit Nagra	Description Potential for staff and/or volunteers to 'burn out' as a consequence of exposure to pandemic Consequence Inability to operate critical services and/or provide support to shielded/vulnerable people.	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.		Person Responsible: Surjit Nagra To be implemented by: 30 Nov 2020	
					Review of skills audit to ensure the right people are considered for redeployment			
Covid 5	Potential for non-DBS checked staff/volunteers providing emergency Services	Surjit Nagra	Description Potential for unsuitable individuals to be allowed to provide services to vulnerable people. Consequence Vulnerable persons subject to abuse and mistreatment	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 
							Person Responsible: Surjit Nagra To be implemented by: 30 Jun 2020	

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 18 May 2020

CONTACT OFFICER: Dean Tyler, Service Lead Strategy & Performance
(For all enquiries) 01753 875847

Ward All

Lead member: Councillor James Swindlehurst, Leader of the Council and Cabinet Member for Regeneration & Strategy

PART I
NON KEY DECISION

SBC COVID 19 RECOVERY AND RENEWAL PLANNING

1. **Purpose of Report**

1.1 To set out the Council's plans for recovery and renewal following our response to the Coronavirus pandemic.

2. **Recommendation**

2.1 Cabinet is requested to resolve that the Council's plans for medium term recovery and long term renewal as an organisation, for Slough the place and our communities be agreed. Specifically to:

a) Develop two separate but related plans:

1. The 2 year recovery plan (Joe Carter)
2. The 5 year renewal plan (Stephen Gibson)

b) Establish a sub-group to work on planning reporting to the Recovery and Renewal Group

c) Establish a joint Working Group of Cabinet and Scrutiny to work together to contribute to the work.

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, beyond Coronavirus itself. A separate report is being submitted on the Medium Term Financial Strategy
- (b) **Risk Management** – There are no identified risks to the proposed actions. A Covid 19 risk register has been prepared and forms part of the previous report on Covid 19 response planning.
- (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 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.
- 5.2 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. If effective, the Recovery Strategy will help to establish '*the new norm*' for Slough and incorporate new dynamics into the existing Our Futures (transformation) Programme.

5.3 The purpose of this report is to recommend a Recovery Strategy that is based on the delivery of key outputs, outcomes and milestones in three distinct, yet inter-related stages. As follows:

Stage One	Response (see previous report)	1-5 months
Stage Two	Recovery	6-24 months
Stage Three	Renewal	25-60 months

5.4 The rationale is that by adopting this approach, we 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.

5.5 The attached slides (Appendix A) provide a high level analysis of the impacts of Covid 19 which are addressed by our emerging 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; and
- The importance of addressing socio economic factors that contribute to the health and wellbeing of our communities.

5.6 Our recovery and renewal planning will maintain the momentum developed during the initial response to tackling Covid 19. Despite the significant impacts of Covid 19 there have been positive outcomes including the strength of relationships and partnership working that have developed between the Council and within the voluntary, community and faith sectors. We have worked as One Slough to ensure that the most vulnerable in our society receive the support they need – the success of this community response has only been possible as a result of the partnerships in Slough. We are also keenly aware that some sectors of our community are at continued risk when Government funding ends, for example, those who are homeless with No Recourse to Public Funds.

6. **Comments of other committees**

6.1 This report has not been shared with any other committees. Cabinet and Scrutiny will work together to provide oversight of our recovery and renewal planning.

7. **Conclusion**

7.1 Slough Borough Council has responded swiftly to mitigate the impacts of Coronavirus.

- 7.2 This report sets out our plans for recovery and renewal including ensuring that Our Futures work on service redesign reflects the lessons learned as a result of the response to Covid 19.
- 7.3 The Chief Executive and members of the Corporate Management Team have provided regular briefings available to all Councillors via video conferencing and similar opportunities will be made available as we work our way through the coming months.

8. Appendices attached

A – Recovery and Renewal planning (slides)

9. Background papers

None.

Covid-19 UPDATE Cabinet May 2020



CONTENTS

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

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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

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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

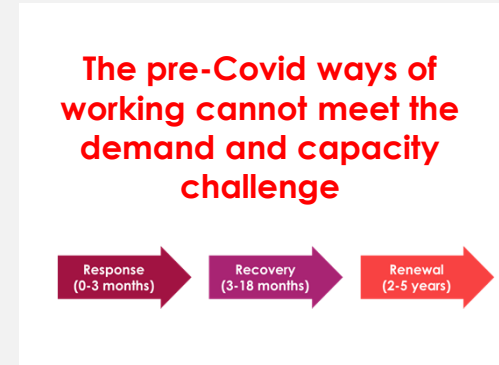
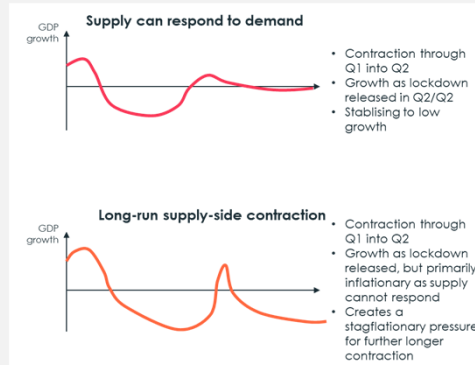
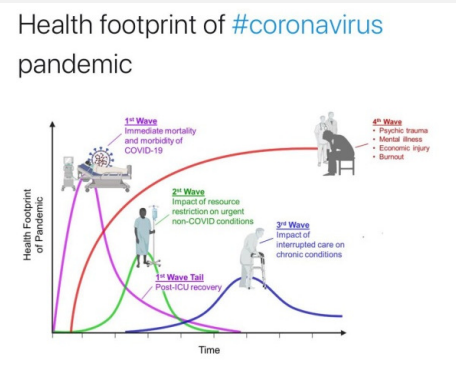
Negative impact on economy

- 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

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APPROACH

Response (0-6 months)

Focusses on the immediate and short-term impact of COVID-19 on SBC and wider community, including business community.

Ensures we can balance crisis management with business as usual.

- children and adults are safeguarded
- progress continues on key initiatives ; and
- critical public services continue to perform.

Recovery (6-24 months)

Promote a whole-organisation approach to Recovery and Renewal that places an emphasis on improved health & wellbeing

- community engagement
- business recovery,
- inclusive growth
- social cohesion; and
- a resilient Council.
- Establish a single view of debt
- Ensure the 'new' community and voluntary sector is developed.
- Allow Slough to grow, create jobs, attract investment

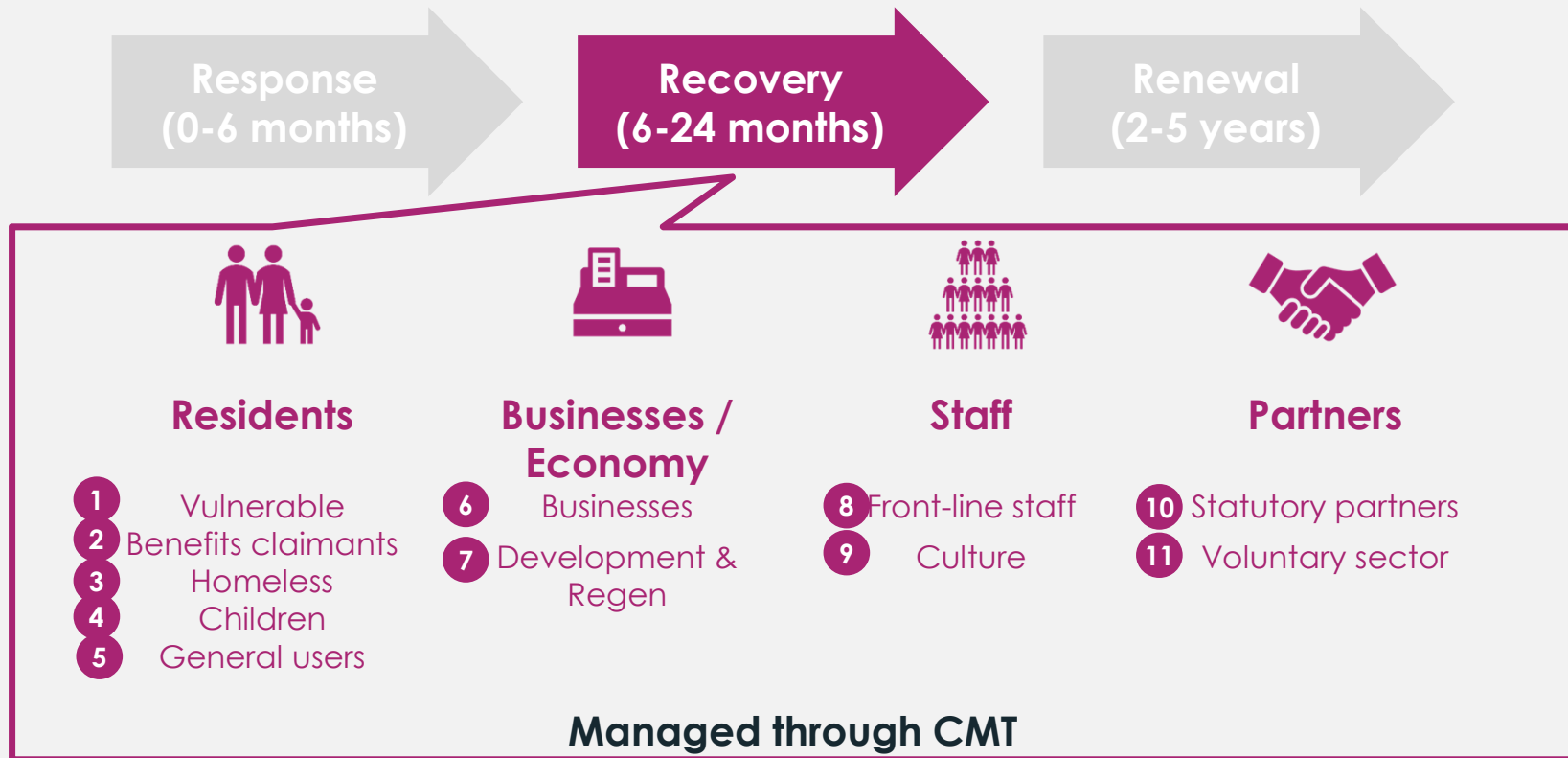
Renewal (2-5 years)

SBC is a more resilient organisation with people at the centre of decision making.

- A strong, robust and engaged community.
- Improved service delivery
- Locality buildings complete and operational.
- £2bn regeneration completed.
- Slough recognised as an exemplar organisation

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"> • More vulnerable residents. • More homeless. • More poverty. • More debt. • Backlogs. 	<ul style="list-style-type: none"> • Reduced town centre activity. • Reduced investment. - short- & med- term slowdown. 	<ul style="list-style-type: none"> • New working patterns (hours as well as location). • Capacity does not match where the demand is. 	<ul style="list-style-type: none"> • Huge role for partners and community groups in immediate response
Changing profile / experience	<ul style="list-style-type: none"> • Escalation of vulnerability (children and adults). • More complex needs. • New customers with new needs. • 30+ social immobility. • More interactions. 	<p>Gov't economic policy and level of infrastructure focus (e.g. Crossrail and LHR)</p> <p>Need to protect high street to protect long-term</p>	<ul style="list-style-type: none"> • Changing view of work, and the role of teams and the office. • More flexible and adaptive decision-making. 	<ul style="list-style-type: none"> • Groups able to come together around governance and work flexibly to meet local needs
Impacts on op model: whole system approach	<ol style="list-style-type: none"> 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, <u>saying no</u> 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 			



WHAT THIS MEANS FOR THE OPERATING MODEL AND OUR FUTURES

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

Page 40

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

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

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

- 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

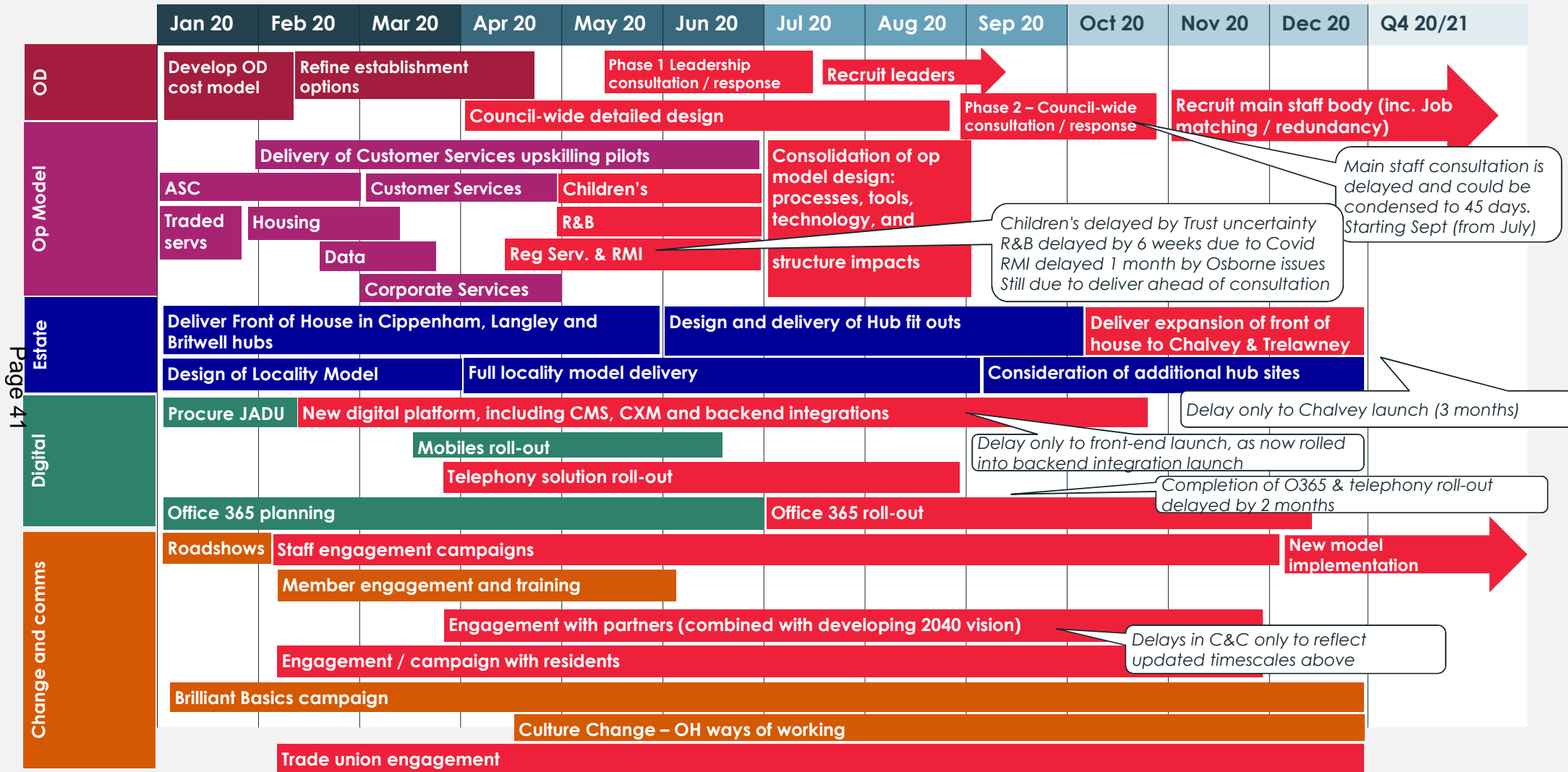
6. Coordinated strategies for health, poverty and regeneration will need to form the basis of interventions
7. The delivery model must be coordinated and joined-up with partners with them taking on a greater role

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

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

- 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

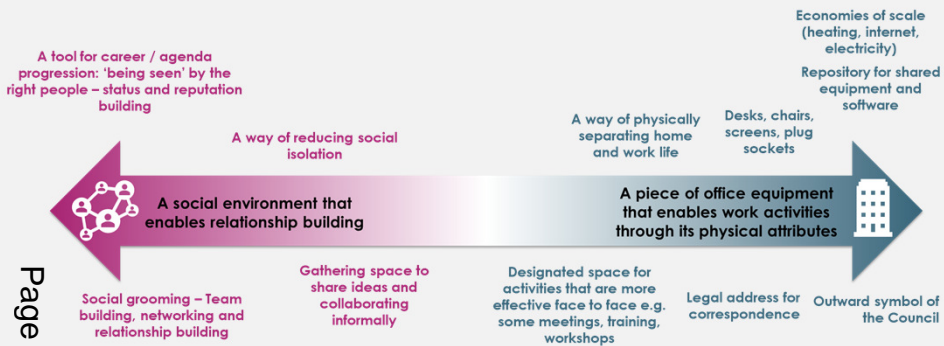
USING THE RELEASE OF LOCKDOWN TO DRIVE BEHAVIOURAL CHANGE

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

Page 46
 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

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.

RECOMMENDATIONS

1. Develop two separate but related plans:
 - The 2 year recovery plan (Joe Carter)
 - The 5 year renewal plan (Stephen Gibson)
2. Establish a sub-group to work on planning reporting to Joe and Stephen's Recovery and Renewal Group:
 - Liz / Colin / Ketan / Shabnam / Surjit / Dean / Barry / CLS rep
3. A joint Working Group of Cabinet and Scrutiny will work together to contribute to the work.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18 May 2020

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

WARD(S): All

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

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

The purpose of this Report is to inform Cabinet of the time line of major events since 23 March 2020 when the national “lockdown” was announced and of the significant decisions taken by officers since that date, and to seek ratification of those decisions.

2 Recommendation(s)/Proposed Action

The Cabinet requested to resolve that the report be noted and to ratify the significant decisions taken by officers since the “lockdown” came into force, set out in the Schedule to 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 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

The significant decisions taken by officers and set out in this Report will inevitably have financial implications for the Council. These are being reported to the Cabinet contemporaneously with this Report in the financial report on the Medium Term Financial Strategy for consideration at the same meeting.

Risk Management

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

(b) Human Rights Act and Other Legal Implications

The decisions taken by officers pursuant to the statutory regulations enacted by the Government to deal with the Coronavirus pandemic 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 Article 1 of the First Protocol, relating to the right to peaceful enjoyment of possessions. It is considered, however, that risks of successful challenge are low as, in the latter case, derogations are permitted to control use of property in the general interest and, in the former case, for the protection of public health.

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

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

(c) Financial Implications

There are financial implications for the Council arising from the need to deal with the pandemic. These are being reported to the Cabinet contemporaneously with this Report by way of a separate report for consideration at the same meeting of the Cabinet.

(d) *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.

(e) Workforce

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

(f) Property

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

(g) Carbon Emissions and Energy Costs

The Council have not at present carried out any systematic analysis of the effect on carbon emissions and energy costs of the decisions taken by officers since the "lockdown" took effect. It is considered that it is self-

evident, however, that the restrictions on travel and the reduction in the use and occupation of Council premises and other council activities means that it is unlikely that there was an increase in emissions and energy costs during this period.

5 Supporting Information

- 5.1 On 16 March 2020 the Prime Minister advised everyone in the UK against non-essential travel and contact with others and suggests people avoid pubs, clubs and theatres and work from home if possible.
- 5.2 On 20 March 2020 the Prime Minister ordered all pubs, bars, cafes, restaurants, and gyms to close and the Chancellor of the Exchequer announced that the taxpayer would meet 80% of the wages of employees temporarily sent home by firms hit by the crisis.
- 5.3 On 21 March 2020 The Health Protection (Coronavirus, Business Closure) (England) Regulations 2020 come into force requiring the closure of, and restrictions on, specified businesses.
- 5.4 On 23 March 2020 the Prime Minister announced a national lockdown restricting movement and assembly, requiring people to stay at home save for specified purposes. There was an announcement of police powers to follow to allow for enforcing of “social distancing”. Vulnerable people likely to require hospital treatment were asked to “shield” themselves.
- 5.5 On 25 March 2020 the Coronavirus Act 2020 is passed granting the Government and other public authorities unprecedented powers to enable them to deal with the pandemic, including powers to secure food supply chains, close educational establishments and make further regulations to deal with specific issues. The Act postponed the local and Police & Crime Commissioner elections scheduled for Thursday 7 May, to 2021, and extended the term of office of Councillors due for election, to 2021. It also gave power for regulations to be made for dealing with the need for bye elections to be held. It also modified large parts of the Care Act 2014 to give local authorities flexibility to deal with social care duties during the pandemic.
- 5.6 On 26 March 2020 the Health Protection (Coronavirus, Restrictions) (England) Regulations 2020 came into force granting powers allowing for the enforcement of the “lockdown”.
- 5.7 On 26 March 2020 Officers adopted a Covid-19 strategy for dealing with the effects of the pandemic in the town.
- 5.8 On 4 April 2020 the Local Authorities and Police and Crime Panels (Coronavirus)(Flexibility of Local Authority and Police and Crime Panels Meetings)(England and Wales) Regulations 2020 came into force giving local authorities powers to be able to hold meetings capable of being attended by Members from remote locations so as not to breach social distancing requirements.
- 5.9 On 16 April 2020. The “lockdown” was extended by a further 3 weeks.
- 5.10 On 24 April 2020 the School Admissions (England)(Coronavirus)(Appeals Arrangements) (Amendments) Regulations 2020 came into force permitting appeals against school admissions decisions to be conducted by remote attendance.

5.11 On 30 April 2020 the Prime Minister announced that the UK are “past the peak”.

6 **Comments of Other Committees**

This Report will also be considered by full Council at the Annual General Meeting of the Council on 21 May 2020, when similar ratification will be sought from the Council.

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

7 **Conclusion**

This Report brings The Cabinet up to date with major events since the national “lockdown” came into force on 23 March 2020 and inform the Cabinet of the significant decisions taken by officers since that date. The noting and ratification of those decisions by the Cabinet at the first available opportunity will enable the Council to continue to seek to meet its duties to protect public health and to serve the well being of those who live, work and visit its area.

8 **Appendices Attached**

Appendix A - Table of significant decisions

9 **Background Papers**

The Coronavirus Act 2020

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

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

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

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

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Summary of significant decisions taken by Silver

Decision Required	Outcome	Date of decision	Decision made by	Target Date	Status
To consider the administrative arrangements for key working accommodation	That Coronavirus Operations Centre maintain a list of accommodation for key workers	23/03/20	SILVER	24/03/20	Closed
Opening of public buildings	Agreed to close all public buildings such as libraries, 'Front of House' buildings such as The Curve and Landmark Place from 12pm on 23rd March	23/03/20	SILVER	23/03/20	Closed
Opening of parks and allotments	Agreed to all parks and allotments open. Clear signage on any restrictions to be put up.	23/03/20	SILVER	23/03/20	Closed
Arrangements for IT kit to support critical services and remote working	That an audit be carried out urgently to collate and prioritise IT requests for critical services	23/03/20	SILVER	24/03/20	Closed
Communications and press releases	All press releases to be sent to Members first, then public, then staff.	23/03/20	SILVER	23/03/20	Closed
To review the opening hours of SMP and OH	Agreed to reduce the opening hours of St Martin's Place and Observatory House to 7am to 7pm	23/03/20	SILVER	24/03/20	Closed
Opening of play areas and outside gyms	Play areas and outside gyms were now closed and signage to be put up by the end of the day	24/03/20	SILVER	24/03/20	Closed
Review of critical services	Critical services agreed and to be reviewed weekly	24/03/20	SILVER	24/03/20	Closed
To consider whether the freeze SBC recruitment	Agreed to pause recruitment, with focus on recruiting for critical services	24/03/20	SILVER	24/03/20	Closed
To agree a strategy for suppliers to SBC	Draft letter agreed on SBCs approach to its suppliers during current situation	25/03/20	SILVER	25/03/20	Closed
Hospital discharge	Agreed that Slough be the lead on hospital discharges from WPH	25/03/20	SILVER	25/03/20	Closed
Protocol for front of house access at The Curve for residents accessign registrars service	Agreed relevant staff to review the protocol to ensure security and safety of staff	26/03/20	SILVER	26/03/20	Closed

To decide the allocation of £3.5m government funding provided for Slough	Agreed to allocate as follows: £2.5m Adult Social Care, £0.5m childrens social care, £0.2m homelessness and £0.3m other pressures	26/03/20	SILVER	26/03/20	Closed
To review the approach to parking enforcement	Recommendation of Service Lead to relax routine parking enforcement agreed. Targetted approach to be taken to enforcement.	27/03/20	SILVER	27/03/20	Closed
Concessionary travel	Agreed recommendtion to continue to pay operators according to 2019 outturns	27/03/20	SILVER	27/03/20	Closed
To consider how to work with partners to address concerns about potential rise in domestic violence	Agreed that SBC lead a task group with SCST, TVP and SBC	30/03/20	SILVER	27/03/20	Closed
Regulatory Services Storage	Option 1 of the paper to Silver agreed to provide appropriate mortuary capacity.	31/03/20	SILVER	31/03/20	Closed
Crematorium fees	Option 2 of the paper agreed to adjust fees in line with Chiltern average for a period of 3 months	31/03/20	SILVER	31/03/20	Closed
To consider most appropriate method to secure food supplies for community response	Option 4 agreed to request supplies from local business with Option 1 (purchase supplies) if required.	02/04/20	SILVER	02/04/20	Closed
To agree a robust plan to ensure crisis management planning and transition to recovery	Option 1 to create a single plan to align SBCs forward planning for 3,6 and 12 weeks and subsequent recovery.	07/04/20	SILVER	07/04/20	Closed
To agree to close HWRC for the time being to prevent non-essential journeys	Option 1 agreed to close Chalvey Household Waste Recycling Centre to prevent unnecessary journeys	07/04/20	SILVER	07/04/20	Closed
To agree on cancellation of future performances at The Curve to 31.8.20	Option 1 – agreed the request to cancel / postpone shows up to the end of July and restricted number of events through the school summer holidays.	08/04/20	SILVER	08/04/20	Closed
To agree whether SBC would take lead role for Berkshire authorities on administering national testing programme	Agreed that SBC lead on behalf on the Thames Valley Local Resilience Forum	14/04/20	SILVER	14/04/20	Closed
To review weekend opening of customer call centre.	Agreed to open over weekend of 18/19 April with reduced hours/staff. Then to review w/c 20th April.	15/04/20	SILVER	15/04/20	Closed
To decide whether to establish Testing Task Group.	Agreed to set up a new Testing Task Group. Lead Officers for the group were also agreed.	15/04/20	SILVER	15/04/20	Closed
To agree that the Customer Call Centre remains open at the weekend as stats for w/e 18/4 19/4 were very low	Agreed that the call centre can now close at the weekends	20/04/20	SILVER	20/04/20	Closed

To agree whether Slough opens its cemetery to the public inline with recent guidelines	Agreed as long as social distancing guidelines carried out and posters put up around grounds. Lismore Gate to be used for access	20/04/20	SILVER	20/04/20	Closed
To consider the SBC COVID-19 Risk Register	Risk Register approved, subject to amendments agreed at Silver. To be reviewed by Silver every two weeks and to the Risk & Audit Board.	21/04/20	SILVER	21/04/20	Closed
To review the Cem & Crem paper re numbers of mourners attending ceremonies in the chapel	Agreed that would go with Option 2, 3, and 4 so maximum of 10 mourners plus options to offer larger service later or ask to go to bigger venue.	24/04/20	SILVER	24/04/20	Closed
To review the paper on whether to reopen the Household Waste Recycling Centre	Agreed to go with Option 3 to reopen the HWRC by appointment only and also to extend offer of bulky waste to black bags as well	24/04/20	SILVER	24/04/20	Closed
To review the draft Covid testing report	Report agreed with a few amendments such as a flow chart and will now be included on the main weekly dashboard	24/04/20	SILVER	24/04/20	Open
Painting on roads re NHS	Agreed that the painting sourced on the roads around Slough can continue	24/04/20	SILVER	24/04/20	Closed
To review and agree the final PPE paper by Alan Sinclair	Paper agreed and new Task group for PPE to be established rather than it being a part of ASC group. Agreed that Slough will buy PPE for SCST and lay out of Covid money. An SLA will be put together with this agreement.	24/04/20	SILVER	24/04/20	Open
To agree if Slough would participate with a mobile military testing site and what site it should be on	Agreed Slough would participate and the relevant directors to decide on where site should be.	28/04/20	SILVER	28/04/20	Open

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18 May 2020

CONTACT OFFICER: Neil Wilcox: Director Finance & Resources, Section 151 Officer
Barry Stratfull: Service Lead Finance (Deputy Section 151)

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WARD(S): All

PORTFOLIO: Councillor Swindlehurst: Leader of the Council

PART I
KEY DECISION

IMPACT OF COVID-19 ON THE 2020/21 REVENUE BUDGET

1 Purpose of Report

To update Cabinet on the financial implications of Covid-19.

2 Recommendation

That Cabinet is requested to resolve that it be noted that:

- a. An initial financial assessment indicates that the gross costs of Covid-19 to the Council may reach £15.3 million.
- b. Currently, the Government grant to cover Covid-19 costs is insufficient, covering less than half the estimated costs. It amounts to just £7.6 million. This leaves an initial funding gap of £7.7 million.
- c. Expenditure reductions of £4.8 million have been identified to partly offset this, leaving a possible £2.9 million adverse impact on general reserves.
- d. The forecast shortfall in funding can be contained within forecast general reserves for 2020/21 although any further pressures, if realised, could lead to general reserves dipping below the recommended minimum, which could lead to the need for a freeze on all non-statutory spending.
- e. The financial situation needs to be monitored very closely, acknowledging that current estimates remain provisional because the full impacts of the virus are still emerging.

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

3a. Slough Joint Wellbeing Strategy Priorities

The report indirectly supports all of the strategic priorities and cross cutting themes, by outlining how scarce resources are targeted to meet strategic priorities.

3b **Five Year Plan Outcomes**

The report helps achieve the Five Year Plan outcomes by contributing to the Council’s financial planning and ensuring the five outcomes are adequately resourced.

4 **Other Implications**

(a) Financial

Detailed within the report

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
That Cabinet notes the initial financial assessment	That the assessment is inaccurate and decisions on service reductions then need to be made within a shorter timespan.	Monthly budget monitoring and quarterly reporting. Use of reserves to mitigate risks.	9	Continue robust budget monitoring – regular reporting to Cabinet and Council

Risk	Mitigating action	Opportunities
Legal	None	None
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	None of the proposed expenditure reductions have an impact on the Council’s current staffing. However, if future pressures continue to increase without compensatory government funding it may become necessary to consider service reductions and a number of posts may be affected. If necessary these will be managed through the council’s restructure, redundancy and redeployment policy and procedure.	None

Equalities Issues	Existing proposed savings have been subject to EIAs. Any new savings would need to follow the same process.	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial	Detailed within the report	None
Timetable for delivery	Risk of overspend and making further savings elsewhere	Consider introducing a new budgeting process (for 2021/22)
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

The Council has a number of statutory functions to perform. Any further pressures or the need for new in-house savings must not undermine the Council's responsibilities to provide minimum levels of provision in key areas. The overall financial position will be closely monitored throughout the financial year and reported to Cabinet via the Quarterly Financial Monitoring reports.

(d) Equalities Impact Assessment

None

(e) Workforce

None

5 Supporting Information

Introduction

5.1 The Council set its 2020/21 revenue budget and capital programme on 20 February 2020. Since then, Covid-19 had had a profound impact on societies and economies - globally, nationally and locally. The most obvious and immediate impact in Britain was the "lockdown" announced by the Government on 23 March.

The Council has responded by:

- Keeping critical and priority functions running to care for and support our residents
- Implementing the government's emergency initiatives affecting local residents and businesses
- Working in partnership with strategic partners (such as other public sector organisations, the voluntary sector and community groups) to provide services to local people

- Sustaining critical services by redeploying staff skills and resources to where they are most needed

5.2 In turn, the government has helped support both Slough Council and its local residents and businesses by:

- Announcing, in two tranches, a total of £3.2bn grant for local government to contribute towards additional costs. Slough Council received £7.6 million.
- Offering business rate exemptions for one year for retail, hospitality, leisure and nursery businesses - with this being administered by local authorities and the value in Slough estimated at £26 million
- Introducing small business grant schemes for firms with rateable values below £51,000 - again to be administered by local authorities and valued in Slough at £18 million
- Providing a council tax hardship grant of £1.3 million, administered locally by Slough BC, for those struggling the most to pay

5.3 Whilst the additional funding is obviously welcome, its distribution has been problematic. The general financial support for ongoing activity is insufficient to cover all costs and loss of income. It has been distributed nationally on two different bases, so it has been difficult to predict how much funding the Council will receive. The guidance around business grant schemes changed throughout the month, making it difficult to implement. The legal treatment of business rates relief as State Aid was only clarified by central Government very late on in the process, again making it difficult for Local Authorities to implement this policy locally. This “drip feed” approach towards funding and guidance does not assist effective financial and service planning locally; nor does it help local implementation.

5.4 Many frontline staff have continued to provide the services the public relies on, including adult and children’s social care staff, registrars, housing, the benefits teams ensuring residents in need get the money they deserve, the refuse operatives covering their rounds and staff working behind the scenes so these frontline services can continue.

Financial Impact

5.5 At the time of producing this report, the lockdown has been in place for just over a month. So many of the financial forecasts need to be considered within a considerable margin of error. The impact on the finances of the Council assumes a three-month lockdown followed by another three-month period when constraints are partially lifted. Public health measures result in a large share of economic activity ceasing for three months, with the restrictions on people’s movement and activity assumed to be lifted progressively over the subsequent three months. If these assumptions are later proved wrong, then the overall impact will need to be reassessed.

5.6 The considerable “unknowns” will be the extent to which the local economy will be disrupted¹, the deterioration in the local labour market and, crucially, the extent to

¹ Centre for Progressive Policy suggest the Slough area would suffer a decline in Gross Value Added (a measurement of economic output) ranked 169 out of 382, so in the top 44% of areas worst affected.

which the local economy's future potential output will be 'scarred' (by business closures, falling investment and the unemployed becoming permanently disconnected from the labour market). All of these aspects will directly affect both the future demands on the Council's services and the extent to which it can raise income locally (from business rates, council tax and fees and charges). Much of this also depends on the effectiveness of central government policy to balance public safety with reopening the economy.

- 5.7 With this in mind, there are four major areas where the 2020/21 revenue budget is likely to change due to Covid-19:

Additional Spending Pressures (£6.5m)

The most immediate pressures are in adult social care, which could cost up to £4.7 million. Inflation increases for 2020/21 look likely to be above 5% mostly due to national living wage impacts plus a likely 10% impact due to Covid 19 - with an increase in providers costs due to use of agency to cover for sick and isolating staff, managing different rotas to keep residents and clients safe and increasing use of and costs of Personal Protective Equipment (PPE). Since April there has been an increase in weekly new care home placements at almost 40% higher than pre-Covid times. There is also an expectation that demand for Adult Social Care services and support will increase as we move out of the current Covid-19 response period, with an increase in mental health and wellbeing referrals as people emerge from their isolation and an increase in NHS related referrals as the NHS begins to get back to a more normal service and people start to engage again with primary and secondary care services.

There are similar pressures (but costing less) in children's social care (£0.5m) and additional housing / homelessness costs (£0.3m). There are additional pressures as a result of more local residents contacting the Authority requesting assistance, in areas such as the Customer Service Centre, Local Welfare Provision and the Revenues & Benefits team. There are also pressures arising as a result of some savings in the original 2020/21 budget now being partly or wholly delayed until 2021/22 (for example, in moving Regulatory Services to become self funding - £0.5m and partial delay in delivering some transformation savings - £0.4m).

Loss of Income (£6.1m)

This relates to income that is now unlikely to be generated as a result of Covid-19. For example, parking income will be considerably less than originally anticipated (£0.9m), as will road traffic enforcement (£0.5m). Recharged services such as Building Control will lose income (£0.3m); income from parks and community centres will reduce (£0.5m) and income generate from property services (£0.6m), regeneration development (£0.5m) and the direct service organisation (£0.5m) are all forecast to fall. The most significant area of uncertainty here is the timing and implementation of the lifting of the lockdown.

Partly Offset by Expenditure Reductions (-£4.8m)

As some services are partly or wholly closed down there will be some running expense savings and alternative ways of temporarily funding aspects of some services. There are not expected to be reductions in staffing, as staff are being redeployed as necessary to tackle the COVID-19 crisis and central government's expectation is that public sector staff are not furloughed. The government also expect the majority of contract payments to continue to be made. Whilst this helps maintain the economy, it does restrict the ability of the Authority to make savings to offset the shortfall on government grant funding. Expected delays to the capital

programme means that there will be some savings from borrowing requirements being utilised later than originally envisaged (saving £0.6 million).

Council Tax & Business Rates Income (£2.7m)

It is difficult to be too precise here, as only one month of income has been collected for 2020/21, but even after taking account of the Government's hardship fund, council tax collection could be £1.9m down on the amount originally planned. This is not necessarily a result of non-collection (as the Council will eventually follow up on all debts), but on residents' eligibility for council tax discounts (as a result of being eligible for universal credit or similar). This is after taking into account the government's hardship grant of £1.3 million. Similarly, it is envisaged that business rates income may be reduced (£0.9m), as fewer firms will be in business, although this is partly offset by business rate discounts being fully funded by central Government.

5.8 The overall situation could be as follows:

Table 1: Initial Assessment of Potential Covid-19 Costs & Grant Income

	£m	£m	£m
Additional Spending Pressures	6.5		
Loss of Income	6.1		
Reduced Council Tax & Business Rates Income	2.7		
<i>Potential Gross costs of Covid-19</i>		15.3	
Government grant		-7.6	
Potential Funding Shortfall			-7.7
<i>To Be Funded As Follows:</i>			
Partial Offset of Expenditure Reductions			4.8
Potential Shortfall (capable of being funded from reserves)			2.9

5.9 The analysis above can be restated by directorate. This analysis excludes the government grant, loss of tax revenues and use of reserves (as they all apply corporately):

Table 2: Initial Assessment of Gross Costs & Spending Reductions By Directorate

	Pressures	Spending Reductions	Net
	£m	£m	£m
Adult & Communities	(6.2)	0.3	(5.9)
Children, Learning & Skills	(0.7)	1.8	1.1
Place & Development	(1.4)	0.7	(0.7)
Regeneration	(3.3)	0.5	(2.8)
Finance & Resources	(1.0)	0.8	(0.2)
Chief Executive	0.0	0.1	0.1
Non Department Items	0.0	0.6	0.6
	(12.6)	4.8	(7.8)

- 5.10 Given the considerable uncertainty highlighted above, it is preferable to think about the financial risk to the Council to be in the region of £3m.

Reserves

- 5.11 When the budget was set in February 2020, there was a presumption that General Reserves would be at £16.1m by the end of the 2020/21 financial year (i.e. March 2021). Covid-19 does not particularly impact on the generation of those reserves, so the reserves estimate remains valid. The upper end of the risk range highlighted above would still leave general reserves at a manageable level. However, any further call on those general reserves (e.g. from the Children's Trust), would bring the remaining balance below the minimum requirement (of £9.3 million). Therefore, the situation needs to be closely monitored, so that any corrective action to curtail non-statutory spend can be taken in a timely manner.

6. Comments of Other Committees

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

7. Conclusions

- 7.1 Covid-19 is having a substantial impact on the operations of all local authorities and Slough BC is no exception. In financial terms, this is presenting in terms of increased costs due to increases in demand, as well as lost opportunities to generate income and deliver some savings projects, alongside a reduced taxbase from both residents and businesses. However, with an evidence base of just over one month and no real indication of a national exit strategy it is very difficult to make any confident predictions regarding any full year effect. The best forecast right now is of total costs in the region of £15.3m, partly offset by Government grant of £7.6m. The shortfall can be met from a combination of additional in-year expenditure reductions and the use of some general reserves. But any further increase in Covid-19 costs or pressures from services elsewhere will lead to the need to consider action to curtail non-statutory spend.

8 Appendices

None.

9. Background Papers

None.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** May 18th 2020

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WARD(S): All

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

PART I
KEY DECISION**SLOUGH URBAN RENEWAL – PARTNERSHIP BUSINESS PLAN 2019-2024****1 Purpose of Report**

- 1.1 The purpose of this report is to update Cabinet on the progress of Slough Urban Renewal (“SUR”). Whilst the report summarises the content of the Partnership Business Plan (“PBP”) for the five-year period from 2020 to 2025, it focusses on performance over the past 12 months and highlights Key Performance Indicators for 2020/21

2. Recommendation

Cabinet is requested to resolve:

- 2.1 That the performance of SUR for 19/20 as set out in Section 5.4 be noted;
- 2.2 That the performance targets for SUR for 2020/21 as set out in Section 5.11 to 5.14 be agreed; and to note the intention for SUR Board to review KPI’s for this period.
- 2.3 Subject to 2.2, that the Partnership Business Plan for the period to 2025 be agreed.

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

SUR delivers on the following priorities:

- Regeneration and environment – SUR is a limited liability partnership (LLP) that will help deliver a range of regeneration projects and improvement to the environment across the town. The actions of SUR are contributing to improving the image of the town. Having completed over 18 projects including the Curve, Arbour Park, the Ice Rink and the Old Library Site (OLS) under construction, the Council has demonstrated ongoing commitment to the regeneration of the Heart of Slough through substantial public investment in the town centre and through a considered and innovative approach to design of new developments on key sites.
- Housing – The first two residential developments delivered 177 new homes and with the small sites portfolio this has reached 235. Upon completion of OLS, Alpha St and Phase 4 small sites this will bring the total to 350 new

homes. SUR has three further residential schemes in design and planning that are expected to provide a further 500 new homes over the next 3 years.

- Economy and skills – the completion of a range of Community Projects, including Centre Leisure and the development of identified sites for housing have brought direct benefit to the local economy and skills base from a concerted effort to engage local businesses in the supply chain and integrating training opportunities for people employed in the construction process. Evidence has already highlighted how the Curve, Arbour Park, and other SUR projects has given confidence to investors and developers that Slough is a place to do business. The construction of two Marriott Hotels and 64 apartments on the Old Library Site has more recently indicated the face of Slough is changing.
- Value for money – SUR is expected to achieve a higher rate of return when assets are disposed, than comparable traditional routes for disposal together with being a streamlined route for procurement.

3a. Slough Joint Wellbeing Strategy Priorities

SUR will contribute as follows:

- Increasing life expectancy by focusing on inequalities – The range of projects being delivered by SUR includes integrated community facilities that combine community, health care and commercial services. This is closely linked to One Public Estate Services that seek to improve services to local people.
- More active healthy lifestyles – SUR has delivered the Council's investment in new leisure facilities including Arbour Park CSF, the Ice Arena, Langley Leisure, Centre Leisure and Salt Hill Activity Centre.
- Housing – Via SUR, the Council has the potential to build over 2,000 new homes within 10 years providing a mix of house types and tenures to meet the growing demand for people to live and stay in Slough.
- In light of Covid 19 SBC and SUR will be reviewing impact on Health & Wellbeing and adapting strategies and our approach to regeneration and placemaking to ensure that lessons learned are embedded and projects adapt to the need of the community and economy. Our emerging strategies and action plans will also be aligned to the Council's emerging short, medium and long term recovery strategy.

3b. Five Year Plan Outcomes

- **Outcome 1** - The PBP includes the capacity to support the further delivery of new community facilities. Combined with improved housing, enhanced public realm and job creation, SUR is making a material contribution to assist children and young people to thrive in Slough.
- **Outcome 2** - The Council has delivered the property related aspects of the leisure Strategy via SUR. The new Centre leisure, refurbished Ice Arena and new Community Sports Facility, combined with other projects, will assist to realise the objective of getting more people more active, more often.
- **Outcome 3** – The redevelopment of the Old Library site and the proposals being developed for Stoke Wharf and Montem Lane are indicative of how SUR will greatly improve the built environment and make Slough a location of choice.

- **Outcome 4** - By working through SUR the Council is able to ensure that good design and quality of new homes on Council land assets is achieved at the same time that a full mix of tenures is provided.
- **Outcome 5** - Using the development expertise of the Morgan Sindall Group, enhanced private sector knowledge and understanding is being used in developing the vision and implementation plan for the future of the centre of Slough.

4 **Other Implications**

a) Financial

The SUR Business Plan has a significant financial implication for the timing of major capital schemes and receipts to the Council. The PBP Financial Model indicates that the Council will receive capital receipts (land value and share of development profits) that exceeds £18m over the next five years (please note this projection excludes the redevelopment of the former NWQ/TVU site).

There are three key financial elements contained within the SUR Business Plan which have implications for the Council:

- 1) **Residual Land Value:** The mechanism for establishing the value of Council sites on transfer to the Partnership is set out in the Option Agreement. Indicative figures from the latest PBP have been included within the capital strategy; however, the Council will need to ensure that these reflect best value at the time of disposal. These numbers will likely to change over the course of the development process dependent on factors including specific site conditions and planning/affordable housing obligations.
- 2) A share of the development profit, which is returned to the Council at the completion of each individual site. Whilst this is typically 50% of net profits, this is subject to variation for larger schemes and dependent on SBC taking an equal share of risk and providing additional funding. The PBP Financial Model shows net profit receivable to the end of 2024, based on the completion of projects set out in the Financial Appraisal. This figure is subject to change over the course of the development process.
- 3) The scale of the capital development of the Council's infrastructure that it decides to procure through SUR.

b) Risk Management

Recommendation from section 2 above	Risks/Threats / Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
<p>2.1 Note the performance of SUR as set out in Section 5.4;</p>	<p>Legal - Some detailed legal issues have arisen as SUR has gained momentum and the complex legal framework that supports it has been tested.</p> <p>Procurement- SBC has the ability to quickly initiate project delivery through the vehicle based on agreed forms of contract without the need for individual OJEU procurement. There is now a tried and tested suite of legal documents enabling rapid project initiation.</p> <p>Health and Safety-major construction works creates risk both to the workforce and the general public</p>	<p>Legal advice is sought in all cases to ensure the interests of the council are protected.</p> <p>SUR has a strong culture and ethos of effectively managing H&S risks and adopting industry best practice with over 2 million safe hours worked. It is also supported by a robust management and reporting regime. SBC has full visibility of the H&S reporting and conducts reviews</p>	<p>L: 3 I: 3 = 9</p> <p>L:2 I:3 =6</p> <p>L:3 I:3 =9</p>	<p>Continued and robust legal input on all SUR projects</p> <p>Through a managed programme of construction it enables SUR and the Council to carefully monitor any emerging patterns or concerns.</p>

		regularly.		
2.2 Agree the performance targets for SUR for 2020/21 as set out in Section 5.11 to 5.14; and note the intention for SUR Board to review KPI's for this period.	Project Capacity – inability for Council to fulfil its obligations in the partnership at a Board level or officers to manage the SUR pipeline.	The Council has explored options and increased internal resources to manage the SUR portfolio and resulting workload associated with key regeneration initiatives that will arise within the next 10 years. SUR is utilising MS Group development expertise and resources to progress major regeneration schemes. An up to date communications and PR plan.	L: 3 I:4 =12	Ongoing review of SBC capacity and resource input needed to efficiently deliver SUR projects
	An opportunity to review SURs KPIs- in light of Covid 19 and the Council's emerging Inclusive Growth Strategy and Recovery Strategy	Ensuring SBC and SUR work collaboratively in the upcoming months to ensure that new SMART KPIs are produced and presented to SUR board for ratification.		Continue to periodically review KPI's to ensure they are SMART, including being linked to the Council's Corporate policies and strategies
2.3 Subject to 2.2, agree the Partnership Business Plan for the period to 2025.	Continued delivery of positive and impactful schemes through the SUR vehicle	Ongoing legal & H&S policies applied. Continued oversight and steer from the SUR Board and SUR DM team and SBC officer interface	L:3 I:3 =9	Ongoing legal & H&S policies applied. Continued oversight and steer from the SUR Board and SUR DM team and SBC officer interface
	Communication	A Communications and Community	L:3	Continued review of

	<p>s – ineffective or inadequate communication about the benefits of SUR to Slough, potential delays to programme due to Covid-19 leading to misinformation disseminating in the community and to partners.</p> <p>SBC has the ability to promote its regeneration agenda and the positive PR of the town through projects delivered by SUR and commercial developments that raise the profile of the borough. SUR continues to build its PR profile and attracts considerable interest across Local Government and the property sector.</p>	<p>involvement plan is part of the suite of documents that makes up the Partnership Business Plan and is approved by SBC. There are multiple regular reporting and liaison interfaces between SUR DM and SBC officers [for all projects].</p> <p>There are monthly client meetings on all live construction projects with Main Contractors and SBC Representation.</p> <p>Increased liaison and co-ordination have been implemented to carefully manage and mitigate the impact of Covid 19.</p>	<p>l:3 =9</p>	<p>Communications and Community involvement plan, in particular in the face of impacts of Covid 19</p>
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c) Human Rights Act and Other Legal Implications

The Partnership Agreement dated 22 March 2013 (“the Agreement”) made between The Council (1) Community Solutions for Regeneration (Slough) Limited (the Morgan Sindall entity for the purposes of the Agreement) (2) and SUR (3) provides for there to be in place a rolling five year “Partnership Business Plan”.

The Agreement also provides for there to be a business plan in place, in respect

of each site being redeveloped under the Agreement known as a Site Development Plan (“SDP”) or a business plan for each community project known as a Community Project Plan (“CPP”).

The Partnership Business Plans and Site Development Plans together constitute the Business Plans under the Agreement.

The Business Board of SUR are required, under the Agreement, not earlier than three months and not later than one month after 31 December in each year to prepare, agree and circulate for the approval of the Council and of the Morgan Sindall entity, which is party to agree a draft Partnership Business Plan for the next five financial years containing detailed content for the next two years and outline content for the following three years.

The Council and the Morgan Sindall entity must then use all reasonable endeavours to agree the plan including any amendments by unanimous vote within 20 business days of the plan being first circulated.

Once the draft plan is agreed by unanimous vote it becomes the “Partnership Business Plan” for the purposes of the Agreement. Any amendments can only be effective if unanimously approved by the Council and the Morgan Sindall entity. Failure by the Council and the Morgan Sindall entity to agree upon the draft Business Plan within 20 working days would constitute a “Deadlock Matter” under the Agreement, which would then invoke an escalation procedure under the Agreement designed to lead to a resolution.

Continuing disagreement would constitute a “Deadlock Event” under the Agreement leading ultimately to a winding up of SUR.

The draft Business plan update was circulated on 17 Dec 2019 and subsequently the SUR LLP Business Board approved the updated PBP on 10th March 2020. Morgan Sindall Investments Ltd (the PSP) was expected to approve the updated PBP by the 31st March.

There are no Human Rights Act implications associated with this report.

d) Equalities Impact

An Equalities Impact Assessment was completed at the point at which SUR was established, SUR has since established an Equality and Diversity Policy. The approval of the PBP does not require a separate EIA.

e) Property

See section 5 below.

5. Supporting Information

Background

- 5.1 Slough Urban Renewal (“SUR”) is a Local Asset Backed Vehicle (“LABV”) formed on a 50:50 limited liability partnership between Slough Borough Council (“SBC” or “the Council”) and a wholly owned subsidiary of Morgan Sindall Investments Limited (“MSIL”), itself a subsidiary of Morgan Sindall Group PLC. The over-riding objective

of SUR is to assist the Council to meet its objectives in regenerating the residential, educational, leisure, social and commercial infrastructure of Slough.

The Partnership Business Plan

- 5.2 The first Partnership Business Plan (“PBP”) was adopted by Cabinet in March 2013 at the time of entering the joint venture with Morgan Sindall Investment Limited (“MSIL”) and was most recently approved by Cabinet in April 2019.
- 5.3 The PBP is a core document for SUR, which covers the strategic, operational and governance framework for the joint venture company. It sets out the strategic direction of the Partnership, with governance arrangements, operational business arrangements and provides a rolling 5-year plan of activities. The Partnership Agreement requires that the PBP is updated annually and formally agreed by both partners. For SBC, Cabinet is the identified decision-making body.

Summary of SUR Performance 2019/2020

5.4 In approving the PBP in April 2019, Cabinet agreed a set of performance indicators for each project. The table below highlights actual performance against these agreed targets, as follows:

No.	Project	Description	Agreed Performance Target 2019/2020	RAG Status
1	Wexham Green	Residential development of 104 aspirational and family sized dwellings - with a mix of detached and semi-detached houses. The development is mixed tenure with 70 houses (67%) for open market sale and an affordable element purchased by the Council of 33 houses and one 'lifetime home' bungalow (33%).	Handover to SBC of Section 6 (16 affordable houses) by Spring 2018. Construction completion by the end of 2018. Sales complete by December 2019.	GREEN
2	Stoke Wharf	The current scheme now comprises 312 homes (17 mews/ townhouses and 295 apartments). In addition significant enhancements will be delivered to the canal area open space	SDP Update approved December 2018 – JV Agreement executed March 2019. Planning application submitted by November 2019 – not achieved – subject to viability and approval by Stoke Wharf JV Board.	RED See 5.5 below.
3	Alpha Street	14 apartments which (subject to planning) will be developed simultaneously with the hotels project to provide affordable housing.	Planning application approved by July 2018. Construction in conjunction with 85 High Street; started Dec 2019. Achieved; PC forecast Dec 2020.	GREEN
4	85 High Street – Hotels Project	The redevelopment of the old library site to provide two Marriot branded hotels, circa 62 residential units and two ground floor restaurants.	Enabling works started April 2019. Contract Close achieved 5 th July 2019. MSCI ahead of construction contract programme as at March 2020.	GREEN See 5.6 below
5	Montem Lane	The redevelopment of the Montem car park and former Leisure Centre site to provide circa 130 new homes.	Approval of the DI SDP, design and development to enable the submission of a planning application by November 2019 – SDP approved Sept 19, planning application expected May 20.	RED See 5.7 below
6	Wexham South	Proposed residential development of 24 two- and three-bedroom homes for private sale adjacent to the Wexham Green development	Achieve Contract Close and commence construction by June 2019. - May 19 scheme on hold - delayed due to SBC legal proceedings re vacant possession	RED See 5.8 below.

7	North West Quadrant (former TVU site)	A potential mixed-use scheme providing residential, commercial and leisure uses	Commence masterplanning by year end subject to viability and scheme scope as defined in conjunction with SBC as landowner. Subject to SBC approval, execution of the Option Agreement and progression of the master planning. Option executed Nov 19' between Muse and SBC.	N/A See 5.9 below
8	Haymill	Prepare a preliminary planning and concept designs for a circa 35 two and three bedroom residential development.	Concept design prepared by year end in conjunction with the Haybrook College extension project. Subject to SBC discharging the 'Haymill condition' for the satisfactory disposal of the site - DI SDP approval and subsequent design and development to enable a planning submission in 2019- Awaiting submission of land disposal request by SBC from DoE. Project not initiated.	N/A See 5.10 below
9	The Centre	New wet and dry leisure centre	Completed February 2019.	GREEN
10	Small Sites Phase 3	Third phase of new Council homes and will provide 25 new homes on 6 sites across the Borough	On site by April 2018 and completion in May 2019. Final site handed over March 2020.	AMBER
11	Small Sites Phase 4	With 36 new build homes in this phase, it brings the total of homes delivered through this initiative to 94 homes over a three-year period.	Contract Close 29th Oct 2019. In construction first site completed and handed over, 5 sites under construction with phased completion until Jan 2021.	AMBER
12	Wexham Secondary School	New large annexe.	Completion and handover by December 2018. Final section completed in March 2019.	AMBER

5.5 Stoke Wharf is a hybrid SUR project that involves a partnership with Waterside Places, which in itself is a joint venture between the Canal & Riverside Trust and Muse (a company within the Morgan Sindall Group). In terms of progress and delays to the scheme; the JV agreement was 6 months late, being executed (Mar 2019 rather than Sept 2018) as additional time was required to gain agreement between the shareholders for the business case particularly about the provision of affordable housing. The LPA introduced a requirement to undertake a Design Review; which added a month to the timetable to include in the design sequence and then a further two months as part of the PPA to address their comments. The viability of the scheme is challenging (due to fixed land values and the amount of infrastructure and

public open space) and this has caused a further four month delay whilst it is being reviewed by the shareholders and approval being sought to proceed.

- 5.6 Old Library Site, SUR secured a satisfactory planning permission for the mixed-use project that includes two hotels, 64 apartments and ground floor retail in November 2018, with Cabinet signing-off the financial business case in December 2018. Work commenced on site in April 2019, with both the hotels and residential schemes, ahead of schedule as of March 2020. Pre Covid 19, the residential and hotel elements of the scheme were twelve and nine weeks ahead of schedule, respectively. The impact of Covid 19 on the construction programme as of mid May '20 is an estimated 2-3 weeks loss on the aforementioned lead.
- 5.7 The opening of the new Leisure Centre at Farnham Road took place in March 2019, with Practical Completion in June 2019. This enabled the Montem Leisure Centre to be decommissioned in April 2019 and demolished by July 2019. When SUR confirmed that the planning application for the Montem site would be submitted in November 2019, the timetable for the project was revised. The design progress was delayed in 2018/19 whilst SUR were asked by SBC to consider wider land assembly including SMP (for affordable housing) and Church St in the masterplan and development viability assessments. Additional delays have been incurred whilst the Council considered the provision of Ice Arena event car parking and future proofing for a bus route. The current anticipated deadline for planning application submission is June 2020, with on site works commencing early 2021.
- 5.8 SUR submitted a planning application for the 24 unit scheme at Wexham South within agreed timescales and was prepared to achieve Contract Close in Jul 2019.
- 5.9 On 15th Nov 2019, the Option Agreement and associated suite of documents were approved by the SUR Board and subsequently the option was secured by NWQ LLP, a subsidiary formed of Muse and SBC, the delivery of the project is being led by MUSE as the Development Manager. Update on the progression of the NWQ work programme will be reported to Cabinet separately and not as part of the SUR PBP and work programme, updates.
- 5.10 Haymill Site is a small residential development of surplus land at the Haybrook college site. Further to SBC determining the amount of space required to futureproof the college in 2019 an application was made in March 2020 to the SoS for Education to enable the disposal of the surplus land.

Future Development Opportunities & Performance Targets 2020/21

- 5.11 Section 4 of the PBP sets out the future development opportunities for SUR. Sections 5.12 - 5.14 below set out the targets for Commercial, Leisure and Affordable Housing projects for the 12 month period from 1/4/20. As follows:
 - 5.12 Commercial (Residential) Projects Targets

No.	Project	SUR Description	Performance Target 2020/21
1	Wexham Green	Residential development of 104 aspirational and family sized dwellings - with a mix of detached and semi-detached houses. The development is mixed tenure with 70 houses (67%) for open market sale and an affordable element purchased by the Council of 33 houses and one 'lifetime home' bungalow (33%).	Secure the sale of the final plot by March 2020 Ensure the site is handed over fully to the Managing Agent by Dec 2020 (year-end) Construction complete Mar 19, Last unit sold Mar 20; returns achieved in line with forecast.
2	Old Library Site (OLS)	The redevelopment of the old library site to provide two Marriot branded hotels, circa 62 residential units and two ground floor restaurants.	Management during construction to maintain programme throughout 2020 Progress the sales strategy of resi/retail; either through sale to Herschel Homes (target March 2020) or implement an Open Market Sale Strategy by Sept 2020. Practical completion anticipated April 2021
3	Stoke Wharf	A circa 250 unit development consisting of 1 and 2 bed apartments and 3 bed houses, extensive landscaping, public realm and community use.	Submit a planning application (target May 2020) and secure planning consent by March 2021
4	Wexham South	Proposed residential development of 24 two- and three-bedroom homes for private sale adjacent to the Wexham Green development	Achieve Contract Close within 6 months of vacant possession availability being confirmed by SBC.
5	Montem Lane	The redevelopment of the Montem car park and former Leisure Centre site to provide circa 160 new homes.	Submit a planning application (target June 2020) and secure planning consent by March 2021.

5.13 The SUR description for the scheme at Montem Lane (Section 5.4, project 5) in 2018 was based on a feasibility study originally undertaken in 2015. This proposal predated the Planning Authority's condition of disposal for 160 car parking spaces for the Ice Arena and did not take account of a Cabinet decision in 2012 to provide some form of bus route into Chalvey. Despite this, a revised feasibility and capacity study has been undertaken that show the potential for a scheme with 30 additional units. Accordingly the Draft Indicative Site Development Plan ("DI SDP), the scheme layout and development costs have been revisited to enable more housing and to future proof the masterplan for a potential bus route if required.

5.14 SBC Small Sites Targets

No.	Project	SUR Description	Performance Target 2019/20
6	Phase 4	Fourth phase of new Council homes will provide 36 new homes on 6 sites across the Borough and a working men's club at Wentworth Ave.	Construction began in 2019 across the 6 sites - phased completion is expected over 2020 and by Jan 2021.
7	Alpha Street	14 Apartments under construction as a donor site for affordable housing for the OLS - purchased by SBC.	Completion 15 Dec 2020

Links to Economic Development

- 5.15 SUR's development activity will support the Council's drive towards achieving a Social Return On Investment ("SROI"), linking property-led investment (whether residential or community) to the creation of jobs, contributing to the wider economy or adding social value. SUR will continue to have input and align its Economic Development strategy with the Council's Inclusive Growth Strategy
- 5.16 SUR will participate in Partnerships and collaborative working, which support employment and skills as well as Place Marketing as outlined in the Council's emerging Inclusive Growth Strategy. This will ensure the economic development work of SUR is aligned and supportive of related initiatives led by SBC. The KPI's are set out at Section 6 of the Economic Development Strategy and are CITB KPIs (Industry Training Board for the construction industry).
- 5.17 The role of SUR's Community Benefits Employment & Skills Coordinator, has had a positive impact over the last two years in engaging with the Council and third parties about planning, managing and delivering the community benefits programme. This includes providing opportunities to improve skills and training, attending careers advisory events, managing the supply chain to deliver against the CITB targets, arranging apprenticeships and work experience and overall supporting a series of community & schools events engaging with over 18,000 students.
- 5.18 Across the delivery partners and the supply chain, over 25 apprenticeships/training positions have been achieved including trades, administrative and degree/ management level positions. SUR also supported the successful completion of 4 apprentice/training positions. As a result, when SUR received its annual CITB national Skills academy for Construction review it achieved 50% of the 36 month target in the first year alone. SUR hit a new milestone as the team has now engaged with over 18,000 school pupils since the start of our joint venture in Slough. This achievement exemplifies SUR's commitment to engaging with key stakeholders in all projects delivered via the vehicle. SUR community engagement has corresponded with its development activity over the last year concentrating on the Old Library Hotel /residential project, phase 4 small sites and most recent project at Alpha Street. SUR continues to concentrate on benefits to the community and have a distinct focus on Creating Social Value and delivering local benefits through the following;
- Opening up opportunities and awareness of the construction industry
 - Changing the perception of apprenticeships
 - Enhancing engagement with schools/education

- Creating a pipeline of talent and addressing skills shortages
- Co-ordinating a programme of employer engagement – employability and life skills
- Creating job opportunities – in construction and new facilities for local people

Details on the SUR Economic Development Strategy are outlined in App C.2. Each SUR project/development has specific targets set against it. SUR uses the CITB Framework and has already surpassed the achievements of many national contractors. The progress and numbers are detailed in Section 7 and 8 of the aforementioned appendix document.

- 5.19 The SUR supply chain through Morgan Sindall companies and other main contractors have made positive inroads to deliver community benefits over past projects. Existing staff have steadily moved across our sites to work on new SUR projects, we have now reached completion of the majority of the Community projects. We are proud to have significantly over achieved in many areas of our national Skills academy targets with outstanding results in the target area of construction information advice & guidance. At its most recent CITB National Skills Academy review in June 2019, they had accomplished 100% of our first phase £90M CITB National Skills benchmark Academy targets. SUR is working steadily on the second £90M phase currently at 60% achievement which includes Old Library Hotel and Phase 4 small sites projects. SUR has reached out to an excess of 18,000 young people since the start of our JV in Slough. These interactions have ranged from career fair participation, simulated careers guidance activity, question & answer sessions, site visits, speed networking, taster days and work experience placements. Through these various initiatives SUR has helped to support young people in early careers planning and career progression pathways, by providing them with an opportunity to get an insight into the varied and exciting projects.
- 5.20 These KPI’s will be regularly reviewed to make sure that SUR and the Council realise objectives associated with maximising benefits to local people and the local economy. A review of KPI’s following an assessment of the impact of Covid 19, will be essential in order to ensure that appropriate measures and outputs are in place to support local people and Slough’s economy.
- 5.21 SBC and SUR are placing emphasis on the Post Covid 19 recovery strategy the Council is progressing. It is anticipated that any new SMART objectives and KPIs discussed and agreed by the SUR Board and MSIL will reflect both, the Council’s emerging Inclusive Growth Strategy and key actions and aspirations, short, medium and long-term as outlined in SBC’s recovery strategy. It is expected therefore that the next iteration of the SUR PBP, will be reflecting on the impact of Covid 19 and the area of emphasis for SUR around upskilling, training and helping tackle issues such as joblessness, which will be highlighted in the emerging month and years. Subject to agreement by the JV Board, SUR will be outlining further opportunities for the local economy through the delivery of its projects and training and skills programmes. The current SUR KPI schedule, including potential future KPI’s, which are due to be reviewed by the SUR board, can be seen below:

Key Performance Indicator	Description	Delivery route
CITB accredited Framework KPI’s: NOTE the specific targets are defined in band 12 of the following table.		
KPI 1. Work placements	In Education & Training. This opportunity is aimed at providing an individual with an opportunity to gain a meaningful insight into the	This KPI can be achieved in partnership with Learning to Work, Langley College students, Slough Young Peoples Services & multiple partners, JCP and

	<p>Construction sector. This work experience opportunity is for students from Schools, Colleges including BTEC and Diplomas, and Universities who undertake a work experience placement for a minimum of 5 working days. Work placements: NEET (Not in Education & Training) - This opportunity shall invite persons who are not enrolled in a course of education/study and who wish to undertake a work experience/pre-employment placement. This opportunity includes internships.</p>	<p>direct requests from individuals.</p>
<p>KPI 2. Jobs Created new entrants</p>	<p>Creation of new & sustainable job opportunities for new entrants into the sector.</p> <ul style="list-style-type: none"> • Persons who are employed as Apprentices • Persons previously unemployed / unskilled or new entrants • Graduates (up to three years following graduation) 	<p>This KPI is achieved via direct links with Colleges, Universities, Schools, Career Fairs, Apprenticeship talks, local training providers, COTRAIN shared apprenticeship scheme</p>
<p>KPI 3. Construction Careers Information, Advice & Guidance (CCIAG)</p>	<p>Organisation and delivery of events focused on improving the image of the sector/ increasing awareness of opportunities within the industry. The key target groups:</p> <ul style="list-style-type: none"> • Entrants 14-19: (e.g. persons currently NEET, school pupils, school leavers, college students) • Undergraduates • Influencers (e.g. school, university, adult influencers, careers advisers, careers school staff, other providers, community groups). 	<p>This KPI is achieved via Contractors direct work with schools particularly schools where they have site works. Volunteering opportunities invitations to participate via partnership with Learning to work, Aspire, JCP, Langley College full time Construction pupils, individual planned activity.</p>
<p>KPI 4. Number of Apprenticeship Training Weeks on Site</p>	<p>Apprenticeships, Traineeships, New entrants undertaking higher qualifications. Contractors must collate the number of training weeks</p>	<p>This KPI is calculated for the duration of an Apprenticeship. 1 working week = 1 training week on site.</p>

	<p>undertaken on site for new entrants following a recognised syllabus of study</p> <ul style="list-style-type: none"> • Undertaking traineeships • Undertaking a technical/higher level qualification. 	
KPI 5. Qualifying the workforce	A main Contractor reporting benchmark which relates to gathering of information from Site relating to any training undertaken by Site workers i.e. H&S, IOSH, and SMSTS etc.	These are Qualifications gained on site NVQ2 +/-Industry Certs
KPI 6. Training Plans	The Main Contractors must collate the number of new or annually renewed training plans including from sub-contractors to demonstrate upskilling of the existing workforce including graduates and interns.	Contractors gather this information including from subcontractors.
KPI 7. Case Studies	SUR shall request contractors to provide case studies which describe either an example of best practice or a significant achievement on projects.	Bespoke case studies are agreed with Main Contractor on a project by project basis. SUR produces a project summary/case study on each project at completion.
STRATEGIC PARTNERSHIPS KPI		
Place Promotion	Engage in activities with SBC and partners that support place based branding and promotion	KPI metrics to be specified and may include number of projects and endeavours that SUR engages in that actively promote Slough and its wider placemaking aspirations.
Strategic Partnership and Board activity	Participate and join relevant boards and forums that shape future economic prospects of Slough	KPI metrics to be specified and may include the actual, annual activity of SUR on relevant boards and forums.
SUPPLY CHAIN		
No of businesses within 25 miles radius that have supplied into project	This is to encourage local suppliers to enter the supply chain. Promotion of opportunities through local, 'meet the buyer' type events.	KPI metrics may include actual number and type of business that have supplied to SUR projects.
Total value of money spent in economy of Slough and 25 miles radius, compared to value spent on total project	As above	KPI metrics may include SUR direct contribution to Slough's GDP

Governance

- 5.22 Delivery of the objectives in the PBP is the responsibility of the Partnership Business Board. To ensure the shared governance arrangements of SUR (and deadlock provisions), the Board has equal representation from SBC and MSIL (three members each). The General Manager of SUR is responsible for the day-to-day management of the Partnership's activities.
- 5.23 The Council confirmed SUR Board representation in early 2020, with the new, Board meetings programme having been established for 20/21.
- 5.24 A special purpose joint venture partnership, known as North West Quadrant LLP (NWQ LLP), has been created under the SUR umbrella to deliver the NWQ project. Muse Developments has been appointed by NWQ LLP as the Development Manager for the project. The project team will be managed by a Steering Committee that will meet on a monthly basis, and which will report directly to the NWQ LLP Board.

6. Comments from other Committees

None

7. Conclusions

- 7.1 Having been introduced in 2013, SUR is now an established vehicle delivering a series of regenerative, social, economic and financial benefits for Slough. This PBP indicates how SUR will evolve over the next 5 years and is predominantly focussed on commercial development activity. However before doing so, Cabinet should also consider actual, against planned performance over the past 12 months and the ability to bring forward projects through the partnership is also subject to development risk and factors outside the JVs control.
- 7.2 Reviewing the performance of projects listed in the table at Section 5.4, SUR has successfully completed 4 projects and has three currently under construction. Three commercial developments are in design and planning of which Montem Lane and Stoke Wharf have been subject to delay for a variety of reasons. Based on the existing schedule, which shows three projects completing in 2020/21, 50 out of 112 (45%) completions will be affordable.
- 7.3 Importantly, the plan balances property and financial-led objectives with strong commitment on how SUR will create jobs, introduce training places and maximise opportunities for people in Slough. SUR has delivered over 19 projects in the last six years, of which 17 have been Community Projects. Concurrently it has been progressing Site Developments and is now entering a period where it will significantly progress its residential and commercial developments as part of a series of key regeneration sites.
- 7.4 In light of Covid 19, it is anticipated that SUR will play a more active and important role in assisting SBC in delivering its recovery strategy for the Borough. In light of this, new and updated KPI's will be reviewed by the SUR board, which will have been informed by relevant Council strategies including the emerging, Inclusive Growth Strategy and SBC Corporate Recovery strategy and action plans.

8. **Appendices**

- 8.1 Confidential Appendix One – Extract from Partnership Business Plan (contains exempt information, see Appendix Pack)

Note: A copy of App E1-2020 Financial Information for the LLP, of the SUR Partnership Business Plan 2019-2024 (which contains commercially sensitive information) can be viewed by Councillors (contact Cassandra Polyzoides - 01753 - 875852 or kassandra.polyzoides@slough.gov.uk).

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th May 2020

CONTACT OFFICER: John Griffiths, Service Lead Housing Development and Contracts

(For all enquiries) (01753) 875436

WARD(S): All

PORTFOLIO: Housing & Community Safety - Cllr Mohammed Nazir

PART I
KEY DECISION**COUNCIL HOUSING 'BUY-BACKS'**

1.1 The purpose of the report is to update Cabinet on progress in delivering the recommendations identified by the Council's internal auditors, RSM, in their September 2019 report. In particular the report seeks Cabinet approval to delegate the acquisition of the 'buy-backs' of former council housing purchased by tenants under the Right-to-Buy to the Council's Section 151 Officer in consultation with the Service Lead for Housing Development & Contracts.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the recommendations set out in section 5 of this report be approved.

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

This report sets out the opportunity for the Council to exercise its statutory right of first refusal to acquire Council properties, previously purchased by tenants under the Right-to-Buy scheme, at market value, or to nominate other parties who should have the right to do so, should the property become available for sale within 10 years. Whilst this will not increase housing supply it will provide additional affordable housing stock for the Council, or parties nominated by the Council, so that the Council can meet its Housing and Wellbeing duties and priorities.

3b Five Year Plan Outcomes

It is well established that having a stable, attractive home has a significant impact on a person's health and wellbeing. Through the buy-back process, the availability of additional Council homes will contribute to Slough being an attractive place where people choose to live, work and visit.

4 Other Implications

(a) Financial

The report highlights an annual average of eight properties with a historical cost of £2,030,000. There was a reliance on use of right-to-buy receipts to enable the cost of purchase to be viable.

The table below illustrates the ability of Slough Living Rent (SLR) and Social Rent, with or without the support of right-to-buy receipts, that are able to generate sufficient income for the buy-back at a market price that would be a viable purchase for the Council.

Income Generated to Fund Purchase	Maximum Purchase price		
	1 Bed	2 Bed	3 Bed
Purchase SLR - With RTB funding	£220,000	£290,000	£325,000
Purchase and rent at SLR - Without RTB	£150,000	£205,000	£230,000
Social Rent - With RTB/Grant funding	£130,000	£200,000	£220,000
Social Rent - Without RTB/Grant Funding	£90,000	£140,000	£155,000

In a market place where property prices have escalated and these increases are set to continue as the borough thrives and many see opportunity for investment, the impact is that Slough's property values are set to continue to rise. The table above is an indicator of the purchase price that the Council would identify as its limits to purchase buy-backs. The table shows that buy-backs are becoming unaffordable.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
The Cabinet are requested to accept the recommendations set out in section 5 of the following and identified as recommendations 5a to 5h	The RSM Audit report on the buy-back of Council Houses identified '1' High and '8' Medium Risks and concluded there were no assurances that the controls were suitably designed or consistently	The RSM report identified that purchases were approved below levels identified in the Financial Procedure Rules. The report identified there was a process followed. It did	9 Critical impact. Low probability	The Housing Development & Contracts Service have taken a lead in addressing the key findings of the report, through implementing new processes, business case and appraisal

	applied. Action was required to strengthen the control framework.	not reflect the changes which have occurred in the Council. There was a lack of strategy to align buy-backs to the Council's objectives.		alongside creating a development strategy that aligns its to corporate objectives. The reliance on and viability of buy-backs due to escalating market values is diminishing
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(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications in relation to the recommendations in this report given there are no current residents adversely impacted by the proposed scheme.

Under Section 156A of the Housing Act 1985 there is a mandatory requirement for every conveyance of the freehold or grant of a lease under the Right-to-Buy to contain a covenant which is binding on the Secure Tenant and every successor in title. That covenant is to the effect that until the end of the period of ten years beginning with the date of the conveyance or grant there shall be no disposal, which is not an exempted disposal, unless prescribed conditions have been met.

The Housing (Right of First Refusal) (England) Regulations 2005 set out the conditions for the purposes of Section 156A of the Housing Act 1985. These conditions are to the effect that before a sale of a house or flat bought under the Right-to-Buy can take place, notice must be served upon the Council offering the Council the opportunity to either purchase the property or to nominate another person, being a private registered social housing provider or other party to whom the Council may have sold the freehold reversion in the case of a flat, to accept the offer. The offer must generally be accepted by the Council, or a nomination made, within 8 weeks and the purchase completed within 12 weeks thereafter, otherwise the former Secure Tenant is free to sell elsewhere and has one year to complete such sale before being required to recommence the notice procedure.

Under part 3.5 of the Council's Constitution acquisition of property for the rationalisation of the Council's property portfolio, or for facilitation of development initiatives within the approved policy and Financial framework and budgets, is a Cabinet function and Level 1 and Level 2 Officers have delegated authority to acquire leasehold property for services of the Directorate up to a limit of £250,000.

(d) Equalities Impact Assessment

It is anticipated that the tenants for the homes will come from the waiting list maintained by the Council and therefore will meet the Council's Equalities Policy.

(f) Property

The acquisition of 'Council Buy-Backs' will be based on a Business Case that will set out if there is a strategic asset or commercial rationale such as land assembly for future site redevelopment. The key factor, if purchasing at market value is to ensure we acquire an asset not a liability to the Housing Revenue Account. If the Slough Living Rent is not able to fund the cost of borrowing, management maintenance and compliance, it means that other tenants are in effect subsidising that occupant's rent and taking resources which we can utilise to provide new housing.

5 Supporting Information

The Council's auditor RSM's cycle of audit reviews included the review of Council Buy-Backs. The purpose was to ensure the appropriate processes, controls and approval mechanisms are in place for the buying back of properties.

The situation arises as the 'Right-to-Buy' (RTB) allowed individuals to purchase their Council homes at a discount. In January 2005 legislation changes require any owners intending to sell their RTB home within 10 years of their purchase must offer the Council the first right of refusal.

The Council previously had a limited development programme and used buy-backs to increase the supply of affordable homes. An additional factor was to utilise the RTB receipts within the 3 year timescale set by central government, otherwise to return the funding with penalties.

Whilst buy-backs were opportune when the SBC development program was modest and the program timings didn't match government requirements for using RTB receipts, we have moved forward significantly since the completion of the report in September 2019. We now have a large pipeline of development underway and are therefore not under the same pressure and have alternative options to utilise development funding. We can be more selective as to which buy-backs to purchase.

The RSM report (provided as background paper) highlighted a number of key findings. The report identified the following key issues which have resulted in **eight** medium and **one** high priority management actions. A summary of which is outlined below with accompanying recommendations for cabinet agreement for resolution.

(a) Approval of Buy-Backs (High): As per the Council's Constitution, the acquisition of leasehold interests up to £250,000 requires Chief Executive and Director authorisation, whilst acquisitions exceeding this threshold require Cabinet approval. Despite this, we found that the approval for the purchase of buy-back properties both within and above the threshold amount had been granted.

The recommendation to Cabinet is to agree to delegate the acquisition of property for the sole purpose of providing affordable housing that is above

£250,000 to the section 151 Officer in consultation with the Service Lead for Housing Development & Contracts **(High)**

(b) Buy-Back Strategy (Medium): there was no overarching strategy in place to align the buy-backs process with the Council's strategic objectives.

The recommendation to Cabinet is to:

- i. Agree that the basis of a framework for accepting or rejecting the acquisition of a buy-back is based on a business case presented to the Section 151 Officer and Service Lead for Housing Development & Contracts for approval.
- ii. The process for approval will require confirmation that the property meets the current housing need and demand from the Housing List.
- iii. The process will then identify if the cost of acquisition exceeds the income generated from the management, maintenance and funding of the property; or in exceptional cases on the basis that the strategic opportunity merits purchase.
- iv. That if the Council does not seek to purchase, the Cabinet delegate to the Lead for Housing Development & Contracts to nominate another person, being a private registered social housing provider or other party to whom the Council may have sold the freehold reversion in the case of a flat, to accept the offer.
- v. The principles of the i & ii above are recognised as strategic objectives and criteria for investment to be adopted within the Asset Management Strategy, Development Strategy and the Housing Revenue Account (HRA) Business Plan 2017-2047.

(c) Procedural Documentation (Medium): There is a 'Buy-Back Application Procedure' in place at the Council, which has been developed by the Leasehold Team. This document includes the 11-steps to be followed from receipt of a buy-back offer to the legal proceedings to complete the purchase, however does not capture the entire end-to-end process including remedial works.

The recommendation: the Cabinet note that RSM recommended action is to be included within the Development Strategy.

(d) Receiving Buy-Back Offers (Medium): A progression spreadsheet is used to record the dates on which key milestones such as receipt of offer, acknowledgement letter and bid to seller, occur. Without a complete record of properties, assessment cannot be made on the efficiency of the buy-back process so as to monitor statutory or internal timescales are met.

The recommendation is that the performance in compliance to statutory and internal timescales is monitored and forms part of the Housing (People) Services key performance information regularly reported to Scrutiny Committee.

(e) Department Communication (Medium):

The Council's Asset Management, Property Services, Finance and Performance and Legal teams are contacted by the Leasehold Services Team to complete various tasks to complete buy-back purchases. These tasks include, valuing potential properties, performing rent appraisals and conducting the conveyancing amongst others. Only after this is the RMI / Voids Team contacted to undertake any remedial work, upon receipt of keys. The audit found variance between estimated costs, as per the Property Services evaluation and actual RMI costs.

The recommendation to the Cabinet is to accept the recommendation set out in '(b) i, ii, iii and iv' above where the key findings are addressed.

(f) Decision-Making Process (Medium):

In order to make buy-back decisions, key information is gathered relating to the property including a profit calculation spreadsheet, property valuation and remedial cost report. It was identified that only the market value was presented to the approver rather than the property value, taking account of remedial work required to bring the property back to an appropriate standard. As a result of this, there is a risk that decision-makers are not provided with sufficient material to approve potential purchases

The recommendation to Cabinet is to accept the recommendations set out in '(b) i, ii, iii and iv' where the key findings are addressed.

(g) Financial Appraisal (Medium): A profit calculation spreadsheet is used to provide a forecasted financial analysis of buy-back proposals that was using outdated assumptions, the Finance Team were not engaged in review buy-back financial assumptions.

The recommendation to the Cabinet is to accept the recommendations set out in '(b) i, ii, iii and iv' where the key findings are addressed.

(h) Buy-Back Reporting (Medium): the financial appraisal buy-backs information is presented monthly to Housing (People) Services via a Performance Table document which includes a key performance indicator (KPI) scorecard. Although the number of buy-back applications and completed buy-backs are reported, the auditors found that no process performance related data such as timeliness, is mentioned to allow for the review of efficiency. Furthermore, there is currently no information shared with the Corporate Management Team (CMT) and so, there is no scope for decisions to be considered by individuals making strategic decisions within Council Leadership.

The recommendation to the Cabinet is to accept the recommendations set out in '(b) i, ii, iii and iv' where the key findings are addressed as the business case is presented to a strategic lead; the Section 151 Officer and to the Service Lead for Housing Development & Contracts.

6 **Comments of Other Committees**

No other committees have been consulted to-date,

7 **Conclusion**

The Cabinet are requested to approve the procedures for exercising the Council's statutory Right-of-first-Refusal on houses and flats set out in sub-paragraphs (a) to (h) of paragraph 5 of this Report.

8 **Background Papers**

1. RSM Internal Audit Report - 'Council Buy Backs'

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th May 2020

CONTACT OFFICER: Savio DeCruz – Service Lead, Major Infrastructure Projects
(For all enquiries) (01753) 875640

WARD(S): All

PORTFOLIO: Cllr Rob Anderson – Cabinet Member for Transport and Environmental Services

PART I
KEY DECISION**ADOPTION OF NEW HIGHWAY ASSET MANAGEMENT STRATEGY, 2020 - 2025****1 Purpose of Report**

The purpose of this report is to seek:

- Cabinet’s approval to adopt and publish a new highway asset management strategy for the next five years.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

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

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

1.1. N/a

Increasing life expectancy by focusing on inequalities:

1.2. The new highway asset management strategy will enable us to better identify and consider the needs of all our stakeholders when we set service levels and prioritise maintenance works. An effective and well managed transport network is important to supporting the community and providing access to services.

Improving mental health and wellbeing:

- 1.3. The new highway asset management strategy will allow us to improve the condition and overall performance of our footway and cycleway networks, which will help to encourage walking and cycling, and social interaction, which is thought to contribute to improved mental health and wellbeing.

Housing:

- 1.4. The new highway asset management strategy will result in an overall increase in the quality of the public realm, for example through the condition and performance of highway infrastructure and in improvements in the operation of the network through better coordination and planning of maintenance activities.

3b **Five Year Plan Outcomes**

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

- 1.5. The new highway asset management strategy will allow us to improve the condition and overall performance of our footway and cycleway networks, which will help to encourage children to walk and cycle.

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

- 1.6. See previous point about encouraging walking and cycling.

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

- 1.7. The new highway asset management strategy will result in an overall increase in the quality of the public realm, for example through the condition and performance of highway infrastructure and in improvements in the operation of the network through better coordination and planning of maintenance activities.
- 1.8. The new highway asset management strategy will enable us to better identify and consider the needs of all our stakeholders when we set service levels and prioritise maintenance works.

Our residents will live in good quality homes:

- 1.9. N/a

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

- 1.10. See previous points about quality of public realm, improved coordination and planning of maintenance activities.
- 1.11. See previous point about considering the needs of stakeholders.

4 **Other Implications**

(a) Financial

The new highway asset management strategy introduces a whole life cost approach to maintenance planning that seeks to optimise the use of resources over the longer-term. This is estimated to result in savings of at least 5% in maintenance costs over the whole life of the assets. Moreover, the strategy will enable Slough to carry out more preventative rather than reactive maintenance; the UK Roads Liaison Group estimate that reactive repairs are four times as expensive as preventative repairs.

An asset management approach will also protect the long-term value of the various planned infrastructure investments within Slough by ensuring they are maintained to the required level of service.

(b) Risk Management

Under the new highway asset management strategy, maintenance interventions and treatment options will be prioritised on a risk basis that takes account of safety and the needs of different groups of user, network hierarchy, customer expectations, environmental impact and the implications of future development.

Risk	Mitigating action	Opportunities
Legal: <i>Changes to inspection frequencies and maintenance intervention levels may increase risk of third party claims</i>	<i>Well Managed Highway Infrastructure: A Code of Practice (2016)</i> removes national, minimal standards for inspection frequencies and intervention levels, and allows authorities to develop their own, risk-based intervention levels based on evidence. This is described in the new Operations Manual which has been reviewed by Slough's insurer.	
Property:	No risks identified	
Human Rights:	No risks identified	
Health and Safety:	No risks identified	
Employment Issues:	No risks identified	
Equalities Issues:	No risks identified	

Community Support:	No risks identified	
Communications: <i>The new highway asset management strategy introduces a greater need for two-way communication with residents, business and other stakeholders.</i>	The new asset management strategy includes a communication and stakeholder engagement strategy.	Customer feedback will help us set appropriate service levels and help prioritise maintenance actives.
Community Safety:	No risks identified.	
Financial: <i>An up to date asset management strategy, that has support from Cabinet and has been published, is a core requirement of the DfT's incentive funding self-assessment in order to achieve Level 3 maturity. Without this, there is a risk that Slough could lose up to £151,000 of funding per year.</i>	Secure Cabinet approval and publication of Asset Management Strategy.	See previous comment about reduced maintenance costs over the asset lifecycle
Project Capacity:	No risks identified.	The new highway asset management strategy will improve our maintenance planning capabilities and deliver efficiencies.
Other:	No risks identified.	

(c) Human Rights Act and Other Legal Implications

There are no Human Rights or legal implications resulting from the implementation of the adaptive street lighting strategy.

(d) Equalities Impact Assessment

There are no equalities impacts resulting from the implementation of the adaptive street lighting strategy.

(e) Workforce

The new highway asset management strategy will improve our maintenance planning processes and improve efficiency in maintenance delivery.

(f) Property

No Implication.

(g) Carbon Emissions and Energy Costs

The new highway asset management strategy will enable us to consider environmental impact, include GHG emissions when prioritise maintenance needs and selecting specific treatment options.

5 **Supporting Information**

- 5.1 The purpose of the Highway Asset Management Strategy is to set out, at a high-level, how highway infrastructure asset management will be delivered in Slough to meet the long-term corporate goals and objectives of the Council.
- 5.2 The strategy is founded on the following three key principles which are fundamental to good asset management:
- 1) The Council will develop and operate a formalised, information-driven asset management approach to ensure the optimal use of the Council's resources in maintaining the highway infrastructure and assets for the benefit of current and future users.
 - 2) The Council will adopt a whole life cost approach to maintaining the highway infrastructure that, as far as practicable within available budgets, reflects both the structural need of the assets, the strategic importance of the route and local priorities.
 - 3) The Council will prioritise available resources for maintenance interventions and treatment choices using a risk-based approach taking account of the safety and needs of different groups of user, network hierarchy and levels of use, network condition, customer expectations, environmental impact, and the implications of approved and anticipated developments.
- 5.3 The new highway asset management strategy sets out the following objectives:
- Ensure our asset management activities are aligned with and support the values and priority outcomes set out in the Council's, including the Council's Climate Change Strategy and Action Plan;
 - Optimise the use of resources over the whole life of the asset, and take a risk-based and intelligence-led approach to decision-making;
 - Encourage and adopt innovation to enable better asset management; and
 - Maintain effective communication with residents, businesses and other stakeholders and consider the needs and priorities of all stakeholders when making decisions.
- 5.4 The strategy will enable Slough to:

- Demonstrate the commitment to adopting the principles of highway infrastructure asset management by senior decision makers;
- Document the principles, concepts and approach adopted in delivering highway infrastructure asset management at a high level;
- Link with the Council's policies and strategic objectives and demonstrate the contribution of the highway service in meeting these;
- Set out the desired levels of service from implementing asset management;
- Facilitate communication with stakeholders of the approach adopted to managing highway infrastructure assets; and
- Carry out more preventative rather than reactive maintenance which is estimated to four times less expensive; and
- Support the application for central government capital funding to reduce ongoing revenue costs, such as with the Street Lighting upgrade project (highway funding arrangements are described on pages 13 and 14 of the asset management strategy).

5.5 Highways asset management is a well-established approach to the maintenance and operation of the road network that considers the whole life of the asset to enable better informed decisions on how, where and when to carry out work in order that makes best use of the funding available, to the benefit of the community.

5.6 The strategy defines a coherent framework (see Figure 1 below) for all our highway asset activities and operations, including performance monitoring, and ensured these are fully aligned with our corporate priorities and asset management objectives.

5.7 The new highway asset management strategy has been developed to meet the specific needs of Slough in accordance with the Code of Practice 'Well Managed Highway Infrastructure' (2016) and other industry good practice.

5.8 An up to date asset management strategy, that has the support of cabinet and is published, is a core requirement of the DfT's incentive funding self-assessment in order to achieve Level 3 maturity. Without this, there is a risk that Slough could lose up to £151,000 of funding.

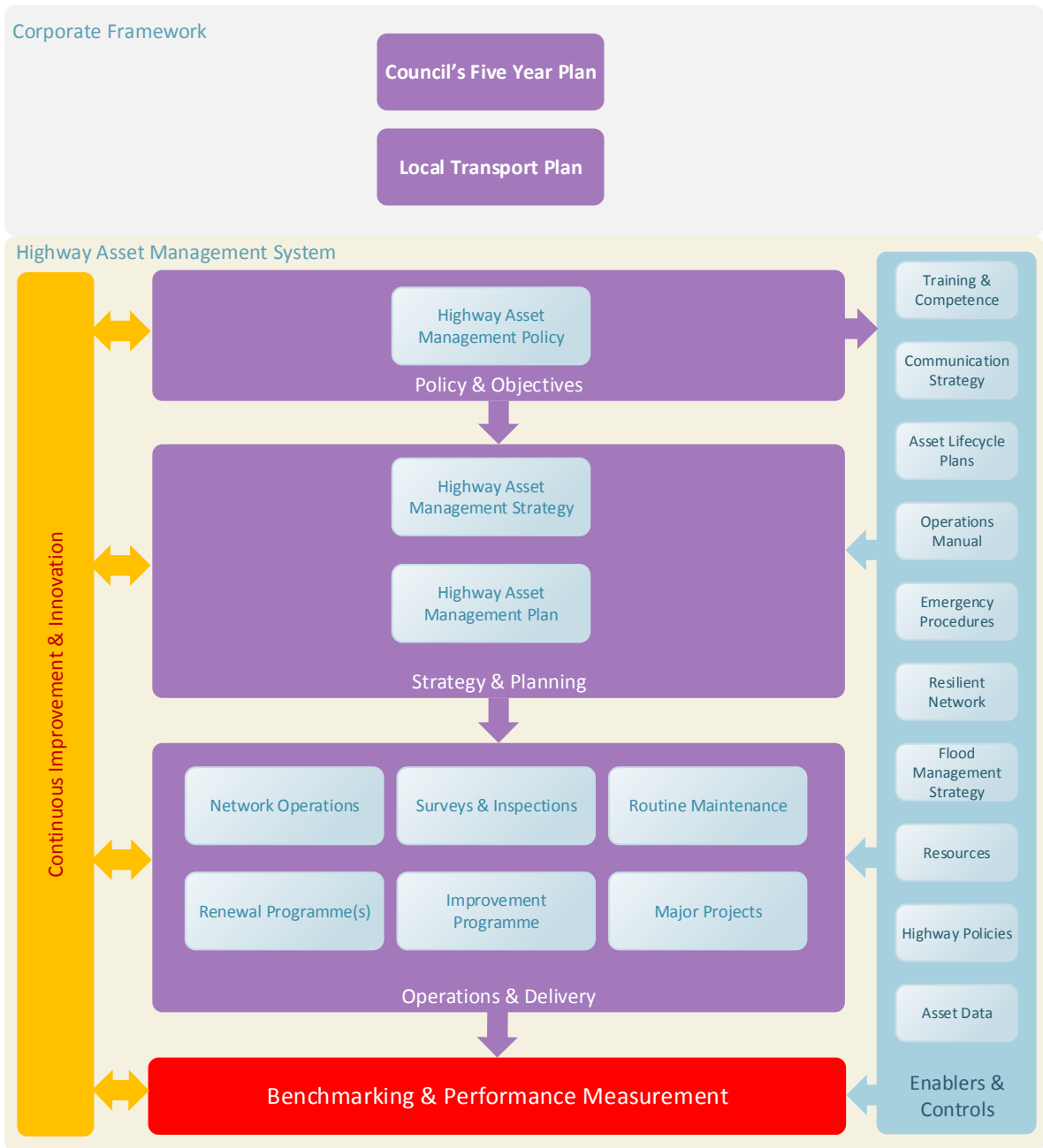


Figure 1 - Our highway asset management framework

6 **Comments of Other Committees**

This report has not been considered by any other committees.

7 **Conclusions**

- 7.1 A new highway asset management strategy has been developed for the next five years to provide a more integrated, information-based approach to highway asset management that is founded on whole life costing and risk based decision making.
- 7.2 The new strategy encourages the use of innovation and ensures we are fit for the future to protect the planned investment in Slough's infrastructure and deliver better outcomes to our stakeholders.
- 7.3 The new highway asset management strategy is fully aligned to the Code of Practice 'Well Managed Highway Infrastructure' (2016) and other industry good practice.
- 7.4 The new strategy will allow the adoption of a life-cycle approach to maintenance planning which will support more cost effective preventative maintenance strategies over the long-term.
- 7.5 An up to date asset management strategy, that has the support of cabinet and is published, is a core requirement of the DfT's incentive funding self-assessment in order to achieve Level 3 maturity. Without this, there is a risk that Slough could lose up to £151,000 of funding.

8 **Appendices Attached**

Highway Asset Management Strategy for Slough, 2020 – 2025

9 **Background Papers**

None.

highway asset management strategy for Slough, 2020-2025

January 2020



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1 Purpose of this strategy

The purpose of the Highway Asset Management Strategy is to set out, at a high-level, how highway infrastructure asset management will be delivered in Slough to meet the long-term corporate goals and objectives of the Council.

The strategy will enable Slough to:

- Demonstrate the commitment to adopting the principles of highway infrastructure asset management by senior decision makers
- Document the principles, concepts and approach adopted in delivering highway infrastructure asset management at a high level
- Link with the Council's policies and strategic objectives and demonstrate the contribution of the highway service in meeting these
- Set out the desired levels of service from implementing asset management
- Facilitate communication with stakeholders of the approach adopted to managing highway infrastructure assets



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2 Foreword

To be added



3 Introduction

3.1 Introduction to asset management

The road network in Slough is the most valuable asset the council owns, valued at around £2.13 billion, and plays a vital role in supporting the community and economy of the Borough.

Our road network is made up of many different types of asset including roads, footways, cycle routes, streetlights, bridges and underpasses, signs and signals, trees and landscaping. Each of these has different needs for management and maintenance to ensure that they deliver the quality of service that our residents and businesses expect.

Each of these assets has different needs for management and maintenance to ensure that it delivers the quality of service that our residents and businesses expect.

In common with other local authorities, Slough has adopted an asset management approach to ensure good value through achieving the best balance of spending, quality of service and risk to road users and the council, both now and over the long term.

Asset Management helps us to predict when each asset will deteriorate, and to identify when to intervene with lower-cost, preventative maintenance that will reduce lifetime costs, or alternatively when to replace the asset.

This document sets out our highway asset management strategy over the next five years and reinforces the commitment to good asset management we make in our Asset Management Policy. It defines our objectives for the management of our highway network and identifies how this will promote the council's aims for Slough.

3.2 Asset management principles and objectives

3.2.1 Asset management principles

Our overall policy for highway asset management in Slough is founded on the following principles that form the basis for our asset management strategy:

1. The Council will develop and operate a formalised, information-driven asset management approach to ensure the optimal use of the Council's resources in maintaining the highway infrastructure and assets for the benefit of current and future users.
2. The Council will adopt a whole life cost approach to maintaining the highway infrastructure that, as far as practicable within available budgets, reflects both the structural need of the assets, the strategic importance of the route and local priorities.
3. The Council will prioritise available resources for maintenance interventions and treatment choices using a risk-based approach taking account of the safety and needs of different groups of user, network hierarchy and levels of use, network condition, customer expectations, environmental impact, and the implications of approved and anticipated developments.

3.2.2 Asset management objectives

Slough Borough Council, as the Highway Authority, is ultimately responsible for the maintenance of all carriageway, footway, verges, trees, structures (with the exception of structures/embankments maintained by third parties e.g. network rail), electrical, drainage, signs and lines within Slough, excluding motorways and trunk roads.

Slough is committed to making the best use of our budgets and we have adopted an asset management approach for the maintenance of the highway network, in order to help deliver the best long-term outcomes for local communities.

A well-maintained highway network is key to the future economic prosperity and the quality of life of its residents, as stated in our Corporate Vision that there will be "*move forward with our place-shaping agenda*".

These Asset Management Objectives support our Corporate Objectives as set out in the *Five-Year Plan* which sets out more detail around our priorities and how Slough will:

- Move forward with our 'place-shaping' agenda. This means joining up services, not just within the council but with our partners too, bringing them closer to people's localities and delivering major regeneration of

Slough Councils Asset Management Objectives are to:

1. Ensure our asset management activities are aligned with and support the values and priority outcomes set out in the Council's, including the Council's *Climate Change Strategy and Action Plan*
2. Optimise the use of resources over the whole life of the asset, and take a risk-based and intelligence-led approach to decision-making
3. Encourage and adopt innovation to enable better asset management
4. Maintain effective communication with residents, businesses and other stakeholders and consider the needs and priorities of all stakeholders when making decisions

our neighbourhoods. In addition, we are reshaping our town centre to renew it for another generation.

- Maximise commercial opportunities afforded to us by the strength of our local economy - both to protect frontline services and to ensure the council is dynamic, ambitious and entrepreneurial (like our residents) but also to drive service transformation and improvement including IT and new contact channels for the digital age.
- Deliver an improving public realm and a world-class leisure offer with new state of the art buildings, outdoor gyms and safe public spaces.

Furthermore, this asset management strategy supports the Council’s ambitious *transformation programme* which aims to ensure that we will:

- Be a modern and efficient council that optimises customer service.
- Adopt a new culture which embraces change and is fast-paced and dynamic.
- Use technology to drive improvements to services and our ways of working.
- Work as One Council and with our partners as One Slough to deliver better outcomes.
- Pursue commercial and other funding opportunities to maximise benefits for Slough

3.3 Statutory obligations and national good practice

Slough Borough Council has a number of legal obligations and powers that govern the way that it manages the road network.

The *Highways Act 1980* sets out the main statutory duties for the council, which include a duty to maintain roads in safe condition. The *Traffic Management Act 2004* also gives the council the duty to keep the traffic moving on the road network, while the *Flood and Water Management Act 2010* covers the management of flood risk associated with extreme weather.

In addition to legal duties, there are a number of sources of national good practice guidance including the UK Roads Liaison Group’s *Highway Infrastructure Asset Management Guidance Document* and its *Well-Managed Highway Infrastructure Code of Practice*. Although Slough is not obliged to follow this guidance, doing so helps us to make sure that the services we provide are consistent with those provided by other authorities and enables us to demonstrate that we are following national good practice when bidding for central government funding.

3.4 What is asset management?

Highways asset management is a well-established approach to the maintenance and operation of the road network that considers the whole life of the asset to enable better informed decisions on how, where and when to carry out work in order that makes best use of the funding available, to the benefit of the community. The main features of highways asset management are described below:

Strategic approach	Asset management promotes a more business-like way of managing maintenance and operation of the highway network. It aims to minimise costs and risks while, at the same time, providing the best possible condition and performance of the network in order to make the best possible use of the available funding.
Lifecycle planning	Asset management planning move away from a short-term, reactive approach, which is inefficient, does not provide a permanent cure and is more costly in the long term. By considering the whole lifecycle of an asset, maintenance can be planned in advance at the most appropriate time to prevent more costly future repairs.

Risk management	An important part of our approach to highways asset management is the management of risk; this does not only mean safety risk, although this is an important aspect, but also financial risks and risks to satisfaction of the users of our network. The asset management plan provides the evidence to allow us to assess risk and to prioritise spending to reduce risk.
Asset information	A vital element of good asset management planning is good quality information about what assets make up the road network, how old they are, how long they are designed to last, what condition they are in and how they are performing. By using this information, we are able to make better decisions on where, when and how to carry out works on the network. This enables us to provide evidence to justify investment in the road network and to assess the benefits of that investment as well as the future risks if we do not carry out works
Service targets	Good asset management is founded on an evidence-based understanding of the quality of service that we can afford to provide. We will determine service objectives, which we will measure through a number of performance measures, and will set targets for our performance, that are both affordable and ensure that we do not expose ourselves, and the users of the network, to an unacceptable level of risk. Ultimately, the aim of our asset management plan is to improve the quality of the services we provide to our users.

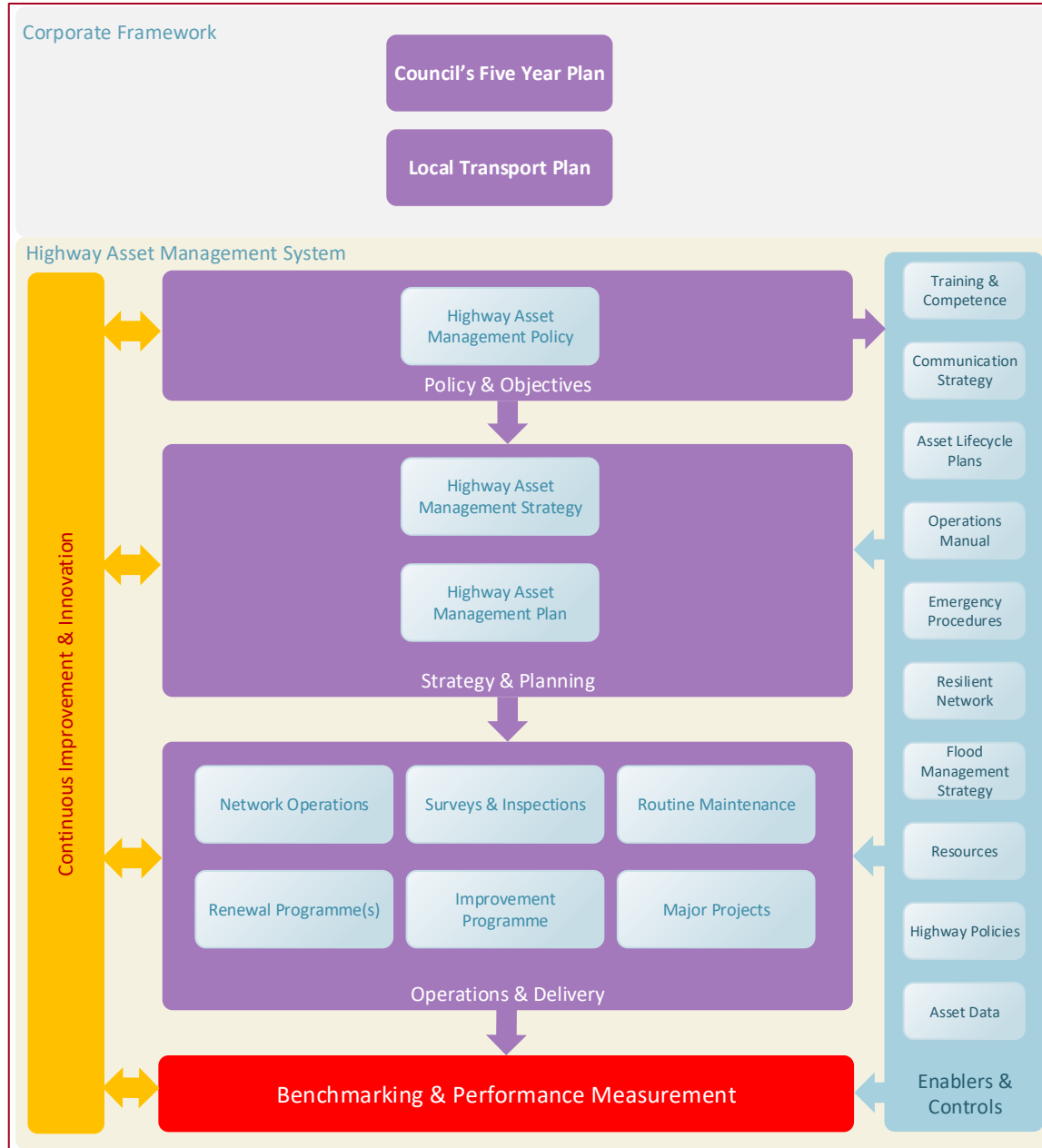
3.4.1 Benefits of asset management planning

Asset management planning is a well-established technique, both in the UK roads sector and internationally, producing clear benefits to councils and communities, including:

- Cost savings, with expected savings of at least 5% through long-term lifecycle management of assets
- Making the best use of limited funds
- Improved risk management
- Ensuring resources and investment are targeted to have greatest impact
- Providing the evidence to justify investment in highway maintenance
- Better roads and service to road users leading to increased customer satisfaction
- Improved transparency and communication with communities and businesses leading to a better understanding and alignment between desired service levels and maintenance priorities
- Improved performance leading to economic benefits for local businesses and residents
- Improved ability to plan for increased traffic demand and the effects of climate change
- Increased resilience to incidents and unplanned events that disrupt the network

3.5 Our asset management framework

Our overall framework for asset management is illustrated in the diagram overleaf.





4 Context

4.1 About Slough

Located in the South East of England with a population of 150,000 people, Slough is an important commercial centre and includes Slough Trading Estate which contains 500 business employing 20,000 people. Its location and access to fast communication links are a key factor in the town's commercial success.

Slough is integrated into the heart of the UK transport and communications network. It is located between the M4, M40 and the M25. Slough is within a 10 minute drive of Heathrow Airport and will be connected to central London by Crossrail.

The 307km road network is made up of:

- A Roads – 29km
- B Roads – 6km
- C Roads – 2km
- Unclassified Roads (Residential) – 270km

The highway asset also includes:

- 647km of footway and cycleways
- 318,000 m² of green space including highway verge, planting, trees and the Town Centre public realm including high quality paving, lighting and street furniture
- 56 structures which include footbridges, culverts, railway bridges and retaining walls
- 11,369 lighting columns, 1850 illuminated signs & bollards and 130 traffic signals

As an authority, we are proud of the progress we have made in the ten years since Slough's first Local Transport Plan was published.

For example:

- Investment in new footways and other rights of way, better maintenance, cleaning and security means that 95% of residents now think that our rights of way are easy to use compared to only 62% previously.
- Council Investment in new bus stops, priority measures and information, as well as investment in new buses by operators, has resulted in one million more bus journeys in Slough, bucking the national trend of falling patronage.
- Construction of the new bus station in the Heart of Slough has delivered a step change in the quality of many bus journeys in Slough.
- 41 out of the 46 state funded schools and colleges in the borough now have school travel plans, aimed at reducing motorised travel to school, compared to only 8 schools and colleges previously.
- Much-enhanced Slough-Heathrow bus services promoted by Slough Borough Council, First and BAA have greatly improved the accessibility of the airport and have improved access to jobs and training. Over three-quarters of Slough's residents can now reach Heathrow Airport by public transport in under 45 minutes in the morning peak.
- The number of people killed or seriously injured on Slough's roads has fallen.

In recognition of our work, Slough Borough Council won the APSE Award for 'Best Performer' in the category of roads, highways and winter maintenance in 2015 and were finalists in 2018. However, we are not complacent, and realise that there are still areas where we are not delivering the level of improvement we would like. In particular, we are concerned over trends in:

- Bus punctuality

- Growth in traffic levels which, across Slough as a whole, continue to rise despite efforts to improve alternatives
- Slow growth in walking and cycling

Generally, the condition of the road network in Slough is good compared to our neighbouring authorities and has relatively low number of potholes, as the strategy of reactive maintenance strategy is working well. Due to this there is a low number of claims of the safety of the roads.

4.2 Future opportunities and demands

Slough has a very ambitious vision for the future development of the Town and its infrastructure. Many new projects such as the planned Heathrow Airport expansion, town centre redevelopment and development of north side of Slough will reshape the town.

4.2.1 Heathrow Airport expansion

The planned Heathrow Airport expansion will lead to significant investment in the surrounding highway infrastructure, including in and around Slough. The airport expansion will likely lead to an increase in jobs and visitors to Slough which will have an economic benefit to the Town but, at the same time, will increase demands for housing and transport infrastructure as well as increasing the number of assets that we are responsible for managing going forward.

4.2.2 Town centre regeneration

Slough is expecting to see a significant regeneration of town centre as Abu Dhabi Investment Authority (ADIA) seeks to invest and regenerate the town centre, with the Queensmere and Observatory shopping centres being the hub of the scheme. The scale of the regeneration is substantial and may include the diversion of the A4 through the town.

The regeneration will lead to significant renewal of the highway assets in the town centre and may also provide increased revenue through business

rates or commuted sums to allow for the ongoing maintenance of the publicly-owned assets to a suitably high standard.

The regeneration of the town centre will impact on travel demand in Slough and will lead to an improvement in public transport, including the use of green and electric buses, in and around the town which will help Slough reduce its CO₂ emissions and improve the air quality in the town centre.

4.2.3 Development of the north side of Slough

Slough is looking to collaborate with neighbouring South Buckinghamshire to encourage growth to the north of the town. The development would provide additional housing and improved services but would also change travel demand in the Town as well as creating new assets - including roads, footways, cycle routes, street lights and trees - that would need to be managed going forward.

4.2.4 Infrastructure developments within Slough

There are also a number of infrastructure developments planned within the Town:

1. City Fibre is installing super-fast broadband throughout Slough. As well as providing super-fast internet connections to residents and business, this network will also prepare Slough for 5G network. The new fibre infrastructure will give additional capacity and enable to meet Slough's ambition to become a Smart City.
2. Slough Heat and Power combined heat and power (CHP) plant in Berkshire was acquired by SSE in January 2008. It is the UK's largest dedicated biomass plant which burns wood chips, biomass and waste paper. SSE are planning to install a network of ducting to supply steam and hot water to the local community local businesses. This green innovative will reduce the carbon emissions and support Slough in becoming a more sustainable Town.

3. Slough is working with Thames Water to upgrade and develop the sewage network to meet the needs for the future. This will increase the capacity of the network and help prepare Slough for the impact of Climate Change.
4. As part of our policy of supporting innovation, Slough will be encouraging the development and use of electric vehicles (EV) by installing the infrastructure needed to support EV charging points. The drive towards the electric vehicles will reduce the overall emissions in the city, making the air cleaner.

4.2.5 Innovation

With all the investment of new infrastructure, there's a clear appetite for innovation as Slough leans towards becoming a Smart City.

1. Slough is currently testing a number of new noise and air-quality sensors on the network to provide better asset information to allow us to make better, timelier decisions about asset maintenance.
2. We are also exploring the use of electric buses that would be cheaper to run, improve air quality and produce less CO₂ emissions. The electric buses would also comply with the UN Sustainable Development Goals (SDG) but may impact on the condition of the road surface due to their weight and amount of torque they produce.
3. Currently the road infrastructure condition inspection is carried out by a surveyor physically recording any defects, however Slough is considering ways of making this more efficient through the use of drones or AI-based video surveys carried out by cameras mounted on refuse lorries.
4. As part of its commitment to addressing Climate Change, Slough is planning to plant hundreds of new trees throughout the town. As part of this, Slough is looking to install sensors from Delta-T

Services within the trees, to help provide data on the health of the trees to enable more accurate life cycle assessments to be made.

5. Slough is also planning to introduce new Apps to allow customers to submit complaints, track the response and provide feedback on the outcome.

4.2.6 Challenges and opportunities

The future of Slough is looking great with many new projects expected to start. However, these new developments will present challenges that will need to be managed as well as opportunities.

The wide range of planned developments within Slough will impact on travel demand within the town and will result in the creation or renewal of new and existing types of assets that will need to be maintained at a high-standard going forward in order to protect the original investment.

However, it is expected that these challenges will be offset by additional revenue funding generated through business rates or through 'commuted sums' which are financial contributions made by third parties to Highway Authorities as compensation for taking on the future maintenance responsibility for newly created highways or highway improvements.

The regeneration will also encourage innovation in data, technology and asset management practices that will provide an opportunity for Slough's highway infrastructure to become amongst the best in the country. However, such innovation will also require new skills and resources if they are to deliver value.

A further challenge will be in the co-ordination of the various programmes of work on the network to minimise traffic disruption and avoid repeat visits.

4.3 Highway funding

The highway service in Slough is funded from two sources:

Revenue – expenditure that relates to the day-to-day maintenance or repair of our existing assets (e.g. defect repairs, signs maintenance, verge maintenance, gully emptying, grass cutting and winter maintenance).

Capital – funding used to replace or extend the life of our existing assets (e.g. structural maintenance) or funding to create new or improved assets (i.e. road safety or new highway schemes).

The capital and revenue budgets that fund service delivery is drawn from a number of sources:

Revenue	<ul style="list-style-type: none"> ▪ Annual 'running cost' funding from central government ▪ Ad hoc central government grants (e.g. pothole and severe weather grants to address specific issues) ▪ Income (funding generated from activities such as New Roads and Street Works Act, permits, civil enforcement and developer funding)
Capital	<ul style="list-style-type: none"> ▪ Government grants to support the annual structural maintenance programmes ▪ Government grants for improvement schemes (e.g. pinch point funding and city deal funding to support national and local agendas) ▪ Developer contributions ▪ Other third-party funding

4.3.1 Central government funding

Like other local highway authorities, the majority of our highway maintenance funding comes from the Department for Transport (DFT). There are a number of elements to this funding; some are based on the length of highway network within an authority, others may be bid for to fund major maintenance projects or network improvements. The Local

Highways Maintenance Incentive Fund is based on self-assessment and encourages local highway authorities to follow an asset management approach and adopt efficiency and best practice principles for local highway maintenance.

Once the central government funding has been allocated, the council determines the final highway maintenance budgets based on priorities across the full range of council services.

4.3.2 Internal revenue funding

Revenue funding comes from council tax and business rates, from various grants to the council and from income generation. The revenue budgets were originally built up based on an assessment of the costs to provide a service and opportunities to raise income. Each year, an assessment is made to ensure that this position is realistic. Where costs are increasing, either due to policy changes or factors outside our control, budgets are increased. Where service or policy changes are made to reduce costs, reductions are made to the budgets accordingly. The end result aims to be a financial envelope for each service that is affordable to the council overall and one which allows the service to meet its statutory and policy objectives.

4.3.3 Historic funding levels

As with many services across the council, revenue budgets have reduced significantly over the last few years with further savings required to be made in coming years with the future still very uncertain.

Capital budgets have generally decreased less than revenue budgets over the same period but still reflect a reduction from that of a decade ago. It should also be noted that, from an asset management point of view, reductions in capital maintenance are likely to result in increases in revenue maintenance; for example if a worn out road is not renewed

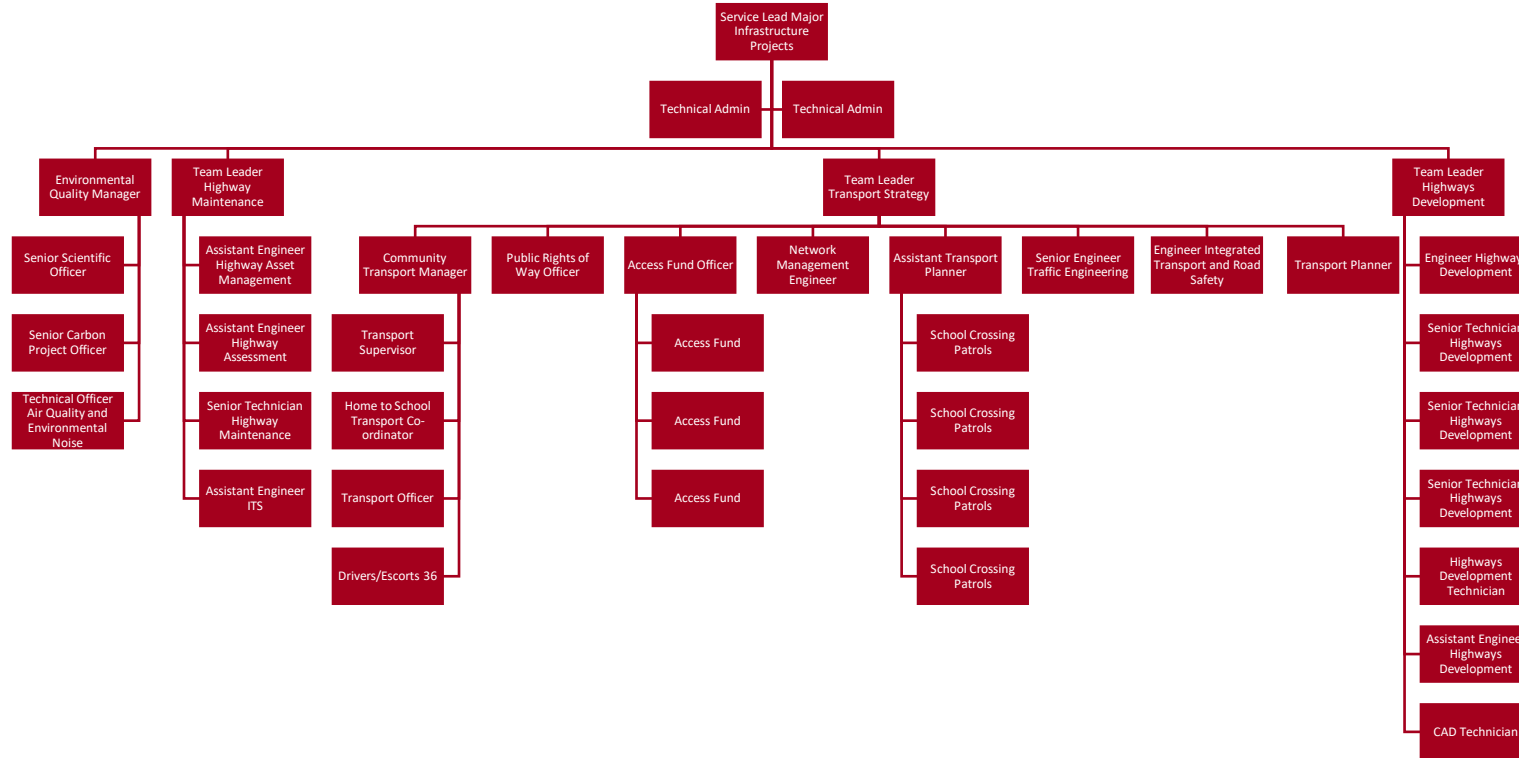
(capital maintenance) there will be an increase in the number of potholes and other defects that require repair (revenue maintenance).

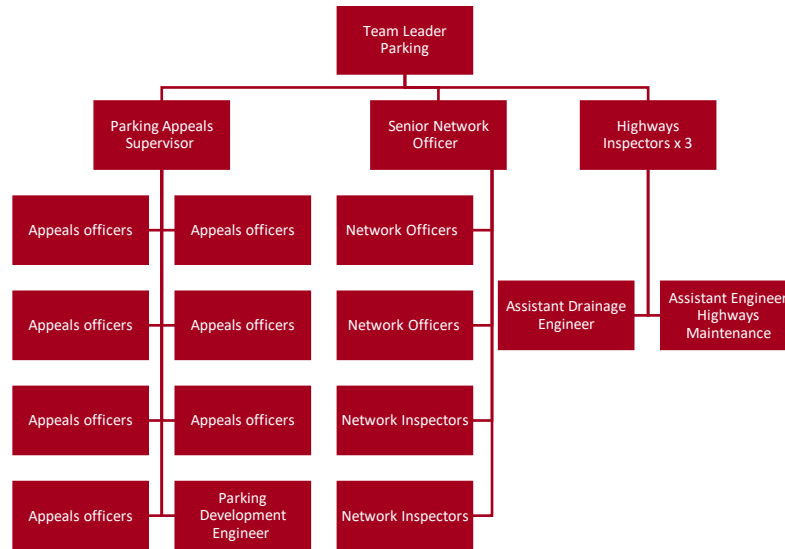
The capital budget we receive annually from DfT is based on the last Local Transport Plan (LTP) and is split between carriageway resurfacing and footway reconfiguration; everything else is revenue funded

Where possible, we bid for additional capital money (e.g. major bridge works) through DfT Challenge Funding. For example, in recent years, we have invested in LED technology for street lights to reduce energy costs (funded from our revenue budget) and will continue to innovate to become more efficient

4.4 Our organisation

Our organisational structure as of December 2019 is shown in the two figures below:





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4.5 Skills & training

Slough will increase the training and skills of our workforce by implementing the *UKRLG Competencies Framework*. Complying with UKRLG competencies framework will allow Slough to identify where our skill gaps are and identify the training needed to fill those gaps.

We recognise that skills and resources represent a challenge for the delivery of asset management going forward and we are committed to seek to develop our staff through initiatives such as the South Thames College apprenticeship programme which makes use of the Government’s apprenticeship levy.

Slough Council would also like to recruit new staff with the skills needed to meet the future asset management challenges and we are therefore engaging with local universities to recruit suitable graduates.

4.6 Service delivery

In 2019/20 Slough re-introduced an internal Direct Service Organisation (DSO) to delivery highway maintenance through the use of sub-suppliers.

As this new organisation matures, we will seek to introduce appropriate service levels and performance measures.

We are in the process of procurement an external professional services contract to help manage the current shortfall in resources within the Council.

4.7 Engaging with stakeholders

We will implement our *Highways Communication Strategy* to ensure that our stakeholders are informed about our asset management activities and performance and that we consider the views of residents, business and other stakeholders when we set service levels and prioritise maintenance works.

We are keen to employ new technology to change the way we interact with the public. As mentioned earlier, we are planning to introduce a new App to allow customers to submit complaints or report defects as well as track the response and receive feedback on the resolution.

We will undertake regular customer surveys to make sure we understand the priorities of our customers and consider these in our maintenance planning process.

4.8 Managing risk

One of our asset management objectives is to take a risk-based approach to managing our assets and we are in the process of implementing the recommendations in *Well Managed Highway Infrastructure: A Code of Practice*. This will include a number of specific actions:

We have developed a resilient network which includes the most important parts of the road network that we will keep open in a range of circumstances and that the resilient network is considered as part of any prioritisation. We will ensure that the resilient network is updated on a regular basis.

In addition to the resilient network, we are reviewing our wider maintenance hierarchies to ensure that they reflect current functional use and need, and will use these to establish appropriate risk-based inspection and maintenance regimes. These are published in our new *Operations Manual*.

We plan to create a much wider understanding of the long-term risk to our infrastructure assets. We will analysis the risk of future maintenance need of our infrastructure. We aim to have a better understanding of asset failures, and the funding required to maintain our assets. By having this understanding of risk we will aim to make a more coordinated works programme and utilise our future funding in a more strategic way to reduce the risk on the network.

More generally, we will continue to work to ensure that a risk-based approach is embedded within our culture and our overall approach to asset management and will make sure that lessons learned from our successes and failures are incorporated within our risk management process.

4.9 Considering the environment

4.9.1 Environmental impact

We take our responsibility to the environment very seriously. In line with our *Environment Strategy* As a matter of course, we will continue to take account of the environmental and biodiversity impact of our maintenance treatments and services and, wherever feasible, either reduce or mitigate these impacts. Works will be undertaken to ensure that, where reasonably practicable, all highway materials are recycled, or innovative materials will be utilised to assist with the authority's wider recycling targets.

We will also, wherever possible, take into account the character of local areas and any heritage issues in carrying out our maintenance and management of highway assets.

4.9.2 Climate change and flood risk management

As an authority we acknowledge the 'Climate Emergency' and are committed to achieve zero CO₂ emissions by 2050. To achieve this, we will continue to work with partners across the region to deliver this goal through all relevant strategies, including our highway asset management strategy.

Moreover, as a consequence of the increasing impact of climate change, we are expecting to experience a greater frequency of severe weather events, particularly flooding, which causes major disruption and damage to the highway network. In order to minimise this effect, it is a priority for our drainage systems to operate effectively. We have therefore developed a *Flood Management Strategy* and our annual capital drainage programme is developed, on a risk-basis, utilising the recommendations of the 2012 HMEP guidance on the *Management of Highway Drainage Assets*.

4.9.3 Environmental monitoring

We have also established a dedicated Environmental Monitoring Team which carries out air quality and noise monitoring at a number of key locations in the borough, manages our increasing numbers of electric vehicle charging points as well as monitoring the council's carbon footprint.



5 Our asset management process

5.1 Asset management process

The overall objectives and priorities for asset management are determined from the Council's overall priorities and from the results of our stakeholder engagement. We will undertake a range of asset management planning activities in support of these including:

- Planning for investment
- Inspecting and monitoring the condition and performance of assets
- Planning maintenance interventions over the whole life of assets
- Managing risks
- Asset value accounting
- Developing forward work programmes

5.2 Investment planning

Our overall aim is to extend the operational life of highway infrastructure through the use of appropriately timed preventative and restorative treatments to maintain safety and serviceability whilst minimising reactive repairs, environmental impact and delays to highway users. We will develop longer-term investment plans to determine the funding profile needed to achieve the required outcomes and to help make a case for investment.

In planning for investment and in allocating funds to investment programmes, our long-term aim is to reach a steady state where we are meeting our service objectives and performance targets, and the deterioration on an annual basis is matched by annual funding.

5.2.1 Asset information and data

Up to date and consistent information about the assets we own, their age and condition is vital to enable effective decision making and allow us to decide which type of maintenance is required, and where and when it is needed. This will include:

- Regular inspections to determine the condition and performance of our assets, including specialist surveys, for example testing the strength of structures and machine-based surveys of roads to determine surface condition;
- Reports of defects and requests for service from members of the public, as well as information from our own inspections who look for urgent defects, such as potholes; and
- General asset information about the age of an asset that allows us to determine when an asset is reaching the end of useful life.

Wherever we can, we will make use of the latest developments in data collection technology and decision-support tools, including automatic reporting from 'intelligent' assets and sensors, as well as 'crowd sourced' information from users and vehicles.

5.2.2 Lifecycle modelling

To assist us in the planning process, we will continue to develop lifecycle models for all key assets to forecast the consequences of maintenance strategies on budget, network condition (both short and long-term) and environmental impact. We will use these models to inform our decisions about treatment strategy, budget requirements and priorities.

5.3 Planning maintenance

In order to make sure that our road network is safe and providing a good quality of service, we carry out different types of maintenance:

Reactive maintenance	Small scale works in response to reports from the public or from our own inspectors, to keep the network in a safe condition and to minimise risk to road users. Examples include filling in potholes, repairing streetlights that are not working or replacing signs that have been knocked down.
Routine maintenance	Work carried out on a regular basis to keep the network tidy and in good condition, such as cutting grass, emptying gullies, sweeping streets, and cleaning signs.
Planned maintenance	Larger-scale maintenance to ensure the network is in good condition, or to extend the life of an asset. Examples of this would be replacing the surface of the road or footway, replacing the lighting columns in a street where they have reached the end of their useful life and major repairs to a bridge.

Because we have limited funding for maintenance, we are not usually able to carry out all of the works that we would like to, except where safety is a factor. We will therefore determine which works are most urgent, or which will save the most money in the longer term by reducing the need for more costly future maintenance.

5.3.1 Network hierarchy

As well as the Resilient Network described earlier, we categorise our network and assets based on their importance to users and will use this 'maintenance hierarchy' to decide where to carry out maintenance works.

The maintenance hierarchy will be reviewed on the basis of risk to make sure it continues to reflect current functional use and need, for example including whether or not they include bus routes, cycleways and commuter routes.

5.3.2 Whole life costs

In line with our asset management principles, we will consider the costs over the whole life of an asset from when it is built or installed through to when it is replaced when deciding priorities for works or choosing solution. As an example, we might resurface a road in preference to works on other roads that are in worse condition, because this would prevent the need for more costly works in future.

5.3.3 Cross-asset prioritisation

Another feature of our approach to highways asset management is that when deciding priorities for spending we will consider all of the different assets that make up our road network. For example, we might redirect funding from carriageways to footways, if the priority is greater or if there is greater benefit in terms of reducing whole life cost. In addition to we seek to undertake collaborative planning where possible to ensure that when working on one asset we will ascertain what other works can potentially be delivered on adjacent assets at the same time.

5.4 Developing work programmes

We will develop forward programmes of planned work, on a short (2-year) and medium (5-year) basis. In order to assess whether works are required, when they are required, and what works are required we will consider:

- Condition of the asset, measured by surveys and inspections
- Risk to safety, serviceability and sustainability of the asset
- Age of the asset
- Public reports of defects or numbers of third party claims
- The relative importance of the location, including factors such as contribution to air quality and encouraging active and healthy travel
- How much funding is available

- Whether the works save money by preventing the need for more costly work in future
- Opportunities of joint working across different asset groups, across different funding streams
- Alignment with planned development works

The factors that are used will vary between different asset types; for example whereas the decisions on works to structures and carriageways are more likely to be based on condition, for street lights the age of the column is more likely to be a factor.

We consider a number of different options when deciding the best maintenance treatment with the aim of achieving the best balance of cost, improvement and risk over the whole life of the asset.

The longer-term work programme will allow suppliers to also plan for a longer term. This will encourage the suppliers and contractors to get into longer programmes which possibly involves less costs. This is due to the fact there will be more certainty of work for the suppliers, which will encourage them to invest in better technology to increase productivity, quality and reduce the costs for the long term.

5.5 Asset improvement

As well as maintenance works to repair and restore condition of assets, there will be occasions where we need to carry out works to improve and enhance assets (e.g. improving the capacity of a bridge, widening a road, changing the type of surface material or improving the street lighting). In addition, there will be new assets such as new signs and lighting columns and new asset types that may need to be installed (e.g. electric charging points). In carrying out these types of works, we will always consider the need for asset management through the whole life of these assets, including any addition funding and maintenance requirements.

5.6 Performance management

5.6.1 Service priorities and performance targets

We will develop a performance framework that will allow us to link level of funding with asset condition and performance, and monitor performance against those standards. We will establish service priorities based on consultation with our elected members, road users and other stakeholders and will define performance measures and targets that set out the standard of service that we aim to provide.

We will assess the performance requirements for our network based on an understanding of current and future demands on the network by road users and the local economy and will use this to determine funding requirements and to assess the impact of various levels of funding on the quality of serviced that we are able to provide. These performance measures and targets will help us to measure progress and will drive continuous improvement.

5.6.2 Benchmarking and efficiency

In common with other Local Highway Authorities, we must provide information to the Department for Transport each year on the condition of the road network in Slough which will enable us to compare our performance with other local authorities on an objective national basis.

Moreover, so that we can demonstrate that we are providing good value in managing our network and to identify how we might do things better, we will continue to benchmark our performance with that of comparable local authorities and to track improvements over time.

5.6.3 Collaboration with other local authorities

We possible, Slough will continue to collaborate with other local authorities in order to:

- Benchmark performance and sharing good practice
- Jointly deliver services (e.g. LED Street Lighting Project)
- Procure asset surveys and other specialist services (e.g. Berkshire Survey Contract)

5.7 Continuous improvement

We are committed to continuous improvement in the way we deliver the highways asset management service, in the quality of service provided by the road network, and in our efficiency gains. Regular performance reports will submitted to senior managers to enable the service to be monitored and improved.

5.7.1 Management reviews

We will carry out regular management reviews of our asset management processes to make sure it is effective and being followed. The reviews will identify lessons learned and instigate corrective actions where necessary as well as identifying opportunities for improvement.

We will identify an action plan that identifies short, medium and long-term priorities as part of a programme of improvements to our asset management approach. We will seek out opportunities to improve the way that we deliver services and works on our network, through co-operation with other authorities and through collaboration with our service providers.

5.7.2 Service process reviews

Service Process Reviews will be undertaken at regular intervals to help identify efficiencies and improvements in our asset management processes. Our Business Improvement Team will provide focus to our improvement activities using Lean Methodology.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th May 2020

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

WARD(S): All

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

PART I
NON-KEY DECISION

CONTRACTS IN EXCESS OF £180,000 IN 2020-21**1 Purpose of Report**

To advise the Cabinet of the contracts of an estimated value of over £180,000, that are proposed to be let in the 2020/21 financial year and any exemptions to competitive tendering that have been granted.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the list of contracts attached at Appendix A be endorsed and to determine whether there are any special requirements it wishes to agree, with regard to any particular contract.

3 Slough Joint Wellbeing Priorities and Five Year Plan

This report being entirely administrative in nature does not directly contribute to the priorities. However the contracts listed in the appendix will contribute to all of the priorities of both the Wellbeing Strategy and the Five Year Plan.

4 Joint Strategic Needs Assessment (JSNA)

The JSNA will be considered at the time of letting each contract.

5 Other Implications**(a) Financial**

The contracts set out in the Appendix are included in approved budgets. Officer delegations authorise Directors to approve expenditure within approved capital budgets and decisions on work programmes within those budgets.

(b) Risk Management

There are no specific issues arising directly from this report.

(c) Human Rights Act and Other Legal Implications

All contracts are let in accordance with the Council's agreed Contract Procedure Rules.

(d) Equalities Impact Assessment

This report being entirely administrative in nature and is not therefore applicable to the Equalities Impact Assessment (EIA). EIA's will be fully considered at the time that each contract is let.

(e) Workforce

Workforce implications will be considered upon the letting of each contract.

6 Supporting Information

Council's Constitution

- 6.1 The Council's Constitution requires that the intention to tender or enter into a contract of a value exceeding £180,000 is reported and approved by the Cabinet. Exemptions to competitive tendering must also be reported for information to the Cabinet.
- 6.2 Any amendments/addition to the list have to be reported to the Cabinet as they arise and this will be done as necessary in the course of financial year. A list of the contracts is set out at Appendix A to this report and the Cabinet is asked to consider the attached list and endorse it.

7 Comments of Other Committees

None.

8 Conclusion

Appendix A details contracts of an estimated value of over £180,000, that are proposed to be let in the 2020/21 financial year and any exemptions to competitive tendering that have been granted.

9 Appendices Attached

'A' - List of contracts to be let in 2020/21 in excess of £180,000.

LIST OF CONTRACTS TO BE LET IN 2019/20 IN EXCESS OF £180,000

	Contract Title	Description
1	Advocacy In Slough	From 1 April 2015, the Care Act 2014 places a new duty on local authorities to provide access to independent advocacy to those who would have substantial difficulty in being involved in care and support 'processes' and have no appropriate individual(s). Under the Care Act, independent advocacy means a service that is independent of the local authority.
2	Sensory Needs Service	Statutory duty to provide sensory needs service for people with a sensory disability (Visual and Deaf)
3	Dynamic Purchasing System of Care Purchasing (DPS)	This is a continuously updated approved list of accredited providers, from which care will be purchased on a call of basis with individual suppliers, in accordance with Council tendering procedures.
4	Responder Service	Providing a responder service to vulnerable users of telecare who are alone and may have fallen or need help.
5	Residential and Nursing Home Providers (OPPD)	Bring suppliers list under the DPS.
6	Residential and Nursing Home Providers (LD)	Bring suppliers list under the DPS.
7	Domiciliary Care	Call off suppliers list will be retendered and refreshed through the DPS.
8	YMCA (Chalvey)	Provides accommodation based, housing related support to 45 young people aged 18 – 35 who are homeless, single and have support needs.
9	LookAhead (Slough Hostel)	Provides accommodation based housing related support to 18 people aged 18 – 65 who are homeless, single and have support needs.
10	Emergency Duty Service	Provision of statutory social care and mental health services out of normal working hours for Slough Adult Social Care in partnership with the six local authorities in Berkshire
11	Learning Disabilities Day Opportunities	Call off suppliers list will be retendered and refreshed through the DPS.
12	Replacement Care Service & Supported Living Service (LD)	Providing adults with learning disabilities, a replacement care service or supported living service, under the Care Act 2014.
13	Voluntary Sector Commissioning Whole Council Contract	supporting the voluntary sector to deliver services which divert residents from statutory services
14	Corporate Landlord-Children's Centres Building Management	SBC Facilities Team manage various aspects of the Children's Centres including, but not limited to, key holding, basic DIY, reactive repairs, grounds maintenance, PAT testing, waste management, water hygiene, alarm testing and fire risk assessment.
15	Cemetery & Crematorium Works	to include a Bereavement Hall with a Café and Flower Shop, hard and soft landscaping works, audio visual system, new water mains, all plinths replaced to accommodate individual memorials to be mounted and other associated works to maintain the cemetery

16	St Mary's School	Refurbish Toilets & Window Replacement
17	Priory School	Rewire & Lighting
18	Asbestos	remedial works and removal (Corporate buildings)
19	Yew Tree Road Childrens Centre	expansion (adding a further floor)
20	Upton Lea Community Centre	Extension
21	Grove Academy School	Demolition, Ground excavations and preparation for future development
22	Arbour Vale	Car Park reconfiguration
23	Localities Plan	Contract relating to the delivery of the projects in the Localities Strategy agreed by Cabinet.
24	SMP	PCSA – this is for the production of a feasibility analysis for the development of this and adjacent sites. The ultimate project budget is not known.
25	Re-locating The Trust at Observatory House	(4th Floor and Ground floor adjustments)-
26	Britwell Medical Practice	Create medical facilities in place of current meeting rooms
27	2 Priors Close (Breakaway)	Refurbishment
28	Haybrook College / Millside	Refurbishment
29	Herschel car park	lifts and structural works
30	Professional Services Contract	Retendering of the professional services contract covering transport and highways functions
31	RE:FIT Programme	Energy efficiency and renewable energy refurbishment of council assets. Phase 2 is 15 sites.
32	Fleet Challenge New EVs	Electric Vehicle Pool Fleet expansion to 20 vehicles
33	Rapid Chargers for EV Taxis	Procurement of electric vehicle charging stations for Taxi project.
34	ITS Maintenance for Berkshire	Maintenance of existing Traffic Signals and other Intelligent Transport System such as VMS, Real time, Bluetooth Journey Time devices and CCTV traffic monitoring cameras.
35	ITS Framework Contract	Supply only of Intelligent Transport System elements such as Traffic Signals, VMS, Journey Time, Rising Bollards etc.
36	Langley Interchange North and South Footbridge.	Replacement of total 14 sets of bridge bearings and parapet railings work
37	Bus Shelter and Digital Advertising contract	Replace advertising on existing bus shelters with new digital upgrade and locate new digital advertising on the highway.
38	Affordable Housing Programme	Affordable Housing programme of up to £400m over 5 years made up provisionally of identified schemes of £311m further broken down below, with £89m for other schemes yet to be agreed:- <ul style="list-style-type: none"> • Specialist Units £73m • General Housing Needs Units on large developments £163m • General Housing Needs Units on small sites £65m • RMI Capital Investment £10m
39	Innovation Hub	Fit out of new innovation hub, subject to securing external funding.
40	Innovation Hub	Contract for operating company for proposed new innovation hub.

41	Network contract	Existing network contract was taken out via Arvato and cannot be novated to SBC. A contract for SBC is therefore required.
42	Data Centre	The existing data centre contract expires in November 2020.
43	Call centre telephony	Consideration of extension of existing provision.
44	Customer Relationship Management Solution	CRM solution for the customer services team used to log and record interactions with customers through the main switchboard, unless provision is built into future SBC website.
45	Resilience contract for Revenues and Benefits	Contract to provide resilience for the Revenues and Benefits service to be called on if there was a business continuity issue, additional unexpected work etc.
46	NNDR resilience provision	The current NNDR service is currently run by Liberata. Future options being explored for delivery.
47	Customer services	Appointment system for customer services
48	Printing	Corporate printing contract review
49	IT system	To upgrade IT systems for online payments.
50	Enforcement Agents contract	To provide Enforcement Agents for the recovery of Council Tax and Business Rates.
51	Highways Construction	Supply and/or fitting of Signs/Barriers/Fencing
52	Highways Construction	Specialist highway maintenance fill materials
53	Highways Construction	Supply of Bollards, barriers, Street furniture
54	Highways Construction	White lining and road markings
55	Highways Construction	Supply of Materials
56	Highways Construction	Supply of Materials and Disposal/Recycling of Highways Waste Materials
57	Landscape	General horticultural supplier and machinery spare parts
58	Landscape	Plant Maintenance, Grounds Machinery
59	Landscape	Purchase of trees
60	Landscape	Construction inc Tree Planting
61	Specialist Waste Disposal	Plasterboard, Mattresses
62	Contract for Pest Control Services	This procurement is the retender of an existing contract. The service seeks to eradicate pests of significant public health for the residents and businesses of Slough and is most frequently used for the treatment of: rats, mice, cockroaches, wasps, pigeons, bed, bugs and fleas.
	Exemptions (to be noted)	
63	Agency Staff	Worldwide Education are used to supply agency staff for early years staff working from children's centres/ As Matrix was unable to accommodate the service needs (staff are required on an emergency basis and are requested out of normal business hours). Roles include Early Years Practitioners, General Support Assistants, Housekeepers, Family Service Officers and Practitioners.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th May 2020

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

WARD(S): All

PORTFOLIO: Leader, Regeneration & Strategy – Councillor Swindlehurst

PART I
NON-KEY DECISION

NOTIFICATION OF DECISIONS**1. Purpose of Report**

To seek Cabinet endorsement of the published Notification of Decisions, which has replaced the Executive Forward Plan.

2. Recommendation

The Cabinet is requested to resolve that the Notification of Decisions be endorsed.

3. Slough Joint Wellbeing Strategy Priorities

The Notification of Decisions sets out when key decisions are expected to be taken and a short overview of the matters to be considered. The decisions taken will contribute to all of the following Slough Joint Wellbeing Strategy Priorities:

1. Protecting vulnerable children
2. Increasing life expectancy by focusing on inequalities
3. Improving mental health and wellbeing
4. Housing

4. Other Implications**(a) Financial**

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 require the executive to publish a notice of the key decisions, and those to be taken in private under Part II of the agenda, at least 28 clear days before the decision can be taken. This notice replaced the legal requirement for a 4-month rolling Forward Plan.

5. Supporting Information

5.1 The Notification of Decisions replaces the Forward Plan. The Notice is updated each month on a rolling basis, and sets out:

- A short description of matters under consideration and when key decisions are expected to be taken over the following three months;
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- Whether it is likely the report will include exempt information which would need to be considered in private in Part II of the agenda.

5.2 The Notice contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.

5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:

- to result in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in an area comprising two or more wards within the Borough.

The Council has decided that any expenditure or savings of £250,000 or more shall be significant for the purposes of a key decision.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Notice and these provisions and necessary actions are detailed in paragraphs 15 and 16 of Section 4.2 of the Constitution.

5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's Notification of Decisions would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

6. Appendices Attached

'A' - Current Notification of Decisions – published 20th April 2020

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 MAY 2020 TO 31 JULY 2020

Date of Publication: 20th April 2020

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

Slough Borough Council has a decision making process involving an Executive (Cabinet) and a Scrutiny Function.

As part of the process, the Council will publish a Notification of Decisions which sets out the decisions which the Cabinet intends to take over the following 3 months. The Notice includes both Key and non Key decisions. Key decisions are those which are financially significant or have a significant impact on 2 or more Wards in the Town. This Notice supersedes all previous editions.

Whilst the majority of the Cabinet's business at the meetings listed in this document will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Notice will/may be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

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This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

If you have any queries, or wish to make any representations in relation to the meeting being held in private for the consideration of the Part II items, please email catherine.meek@slough.gov.uk (no later than 15 calendar days before the meeting date listed).

What will you find in the Notice?

For each decision, the plan will give:

- The subject of the report.
- Who will make the decision.
- The date on which or the period in which the decision will be made.
- Contact details of the officer preparing the report.
- A list of those documents considered in the preparation of the report (if not published elsewhere).
- The likelihood the report would contain confidential or exempt information.

What is a Key Decision?

An executive decision which is likely either:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards within the borough.

Who will make the Decision?

Decisions set out in this Notice will be taken by the Cabinet, unless otherwise specified. All decisions (unless otherwise stated) included in this Notice will be taken on the basis of a written report and will be published on the Council's website before the meeting.

The members of the Cabinet are as follows:

- | | |
|---|-------------------------|
| • Leader of the Council - Regeneration & Strategy | Councillor Swindlehurst |
| • Deputy Leader – Governance & Customer Services | Councillor Akram |
| • Sustainable Transport & Environmental Services | Councillor Anderson |
| • Inclusive Growth & Skills | Councillor Bains |
| • Planning & Regulation | Councillor Mann |
| • Housing & Community Safety | Councillor Nazir |
| • Health & Wellbeing | Councillor Pantelic |
| • Children & Schools | Councillor Carter |

Where can you find a copy of the Notification of Decisions?

The Plan will be updated and republished monthly. A copy can be obtained from Democratic Services at Observatory House, 25 Windsor Road on weekdays between 9.00 a.m. and 4.45 p.m., from MyCouncil, Landmark Place, High Street, or Tel: (01753) 875120, email: catherine.meek@slough.gov.uk. Copies will be available in the Borough's libraries and a copy will be published on Slough Borough Council's Website.

How can you have your say on Cabinet reports?

Each Report has a contact officer. If you want to comment or make representations, notify the contact officer before the deadline given.

What about the Papers considered when the decision is made?

Reports relied on to make key decisions will be available before the meeting on the Council's website or are available from Democratic Services.

Can you attend the meeting at which the decision will be taken?

Where decisions are made by the Cabinet, the majority of these will be made in open meetings. Some decisions have to be taken in private, where they are exempt or confidential as detailed in the Local Government Act 1972. You will be able to attend the discussions on all other decisions.

When will the decision come into force?

Implementation of decisions will be delayed for 5 working days after Members are notified of the decisions to allow Members to refer the decisions to the Overview and Scrutiny Committee, unless the decision is urgent, in which case it may be implemented immediately.

What about key decisions taken by officers?

Many of the Council's decisions are taken by officers under delegated authority. Key decisions will be listed with those to be taken by the Cabinet. Key and Significant Decisions taken under delegated authority are reported monthly and published on the Council's website.

Are there exceptions to the above arrangements?

There will be occasions when it will not be possible to include a decision/report in this Notice. If a key decision is not in this Notice but cannot be delayed until the next Notice is published, it can still be taken if:

- The Head of Democratic Services has informed the Chair of the Overview and Scrutiny Committee or relevant Scrutiny Panel in writing, of the proposed decision/action. (In the absence of the above, the Mayor and Deputy Mayor will be consulted);
- Copies of the Notice have been made available to the Public; and at least 5 working days have passed since public notice was given.
- If the decision is too urgent to comply with the above requirement, the agreement of the Chair of the Overview and Scrutiny Committee has been obtained that the decision cannot be reasonably deferred.
- If the decision needs to be taken in the private part of a meeting (Part II) and Notice of this has not been published, the Head of Democratic Services will seek permission from the Chair of Overview & Scrutiny, and publish a Notice setting out how representations can be made in relation to the intention to consider the matter in Part II of the agenda. Urgent Notices are published on the Council's [website](#).

Cabinet - 18th May 2020

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Covid-19 Response and Business Continuity Update</u></p> <p>To receive an update on the work of the Council in response to Covid-19 issues.</p>	R&S	All	All	Josie Wragg, Chief Executive	-	None		
<p><u>Medium Term Financial Strategy Update</u></p> <p>To receive an update, and take any necessary in year decisions, on the Council's Medium Term Financial Strategy.</p>	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	
<p><u>SUR Partnership Business Plan 2020/21</u></p> <p>To approve the Slough Urban Renewal Partnership Business Plan for 2020/21.</p>	R&S	All	All	Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852	-	None		Yes, p3 LGA
<p><u>Proposed acquisition of housing land</u></p> <p>To consider a proposal for the acquisition in land in the central ward to provide new homes and masterplan for the wider regeneration of the area.</p>	H&C	Central	Housing	John Griffiths, Service Lead Housing Development and Contracts Tel: (01753) 875436	-	None		Yes, p3 LGA
<p><u>Council Housing Buy Backs</u></p> <p>To consider a proposal to give delegated authority to the Section 151 Officer in relation to buy back of Council properties.</p>	H&C	All	Housing	John Griffiths, Service Lead Housing Development and Contracts Tel: (01753) 875436	-	None		

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

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

<u>Adoption of New Highway Asset Management Strategy 2020/25</u> To approve the Highways Asset Management Strategy 2020/25.	T&E	All	All	Sing-Wai Yu, Team Leader Highways Maintenance & Asset Management	-	None		
<u>Contracts in Excess of £180,000 in 2020/21</u> To approve the commencement of tendering for contracts in excess of £180,000 in 2020/21 and to note any exemptions to competitive tendering.	G&C	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.</i>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None		
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

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

Cabinet - 15th June 2020

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Cabinet portfolios and Lead Member responsibilities 2020/21</u> To receive a report confirming the Cabinet portfolios for 2020/21 and the responsible Lead Members.	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
<u>2019/20 Provisional Revenue Budget Outturn</u> To consider the provisional revenue outturn for the 2019/20 financial year.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
<u>2019/20 Provisional Capital Outturn</u> To receive the provisional capital outturn for the 2019/20 financial year.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
<u>Q4 Performance & Projects Report</u> To receive a report on the progress against the Council's balanced scorecard indicators, key projects and manifesto commitments for 2019/20.	G&C	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None		
<u>References from Overview & Scrutiny Committee</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None		

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

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

<u>Notification of Key Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
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Cabinet - 13th July 2020

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>SBC Annual Report 2019/20</u> To receive the Annual Report for 2019/20 setting out the progress made in delivering the Council's strategic objectives and priorities.	R&S	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None	√	
<u>Statutory Service Plans</u> To consider recommending the statutory service plans for food safety, trading standards and health & safety to Council for approval.	P&R	All	All	Ginny de Haan, Service Lead Regulatory Services Tel: 01753 477912	-	None	√	
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.</i>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None	√	
<u>Notification of Key Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

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

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

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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