

Date of issue: Friday, 11 June 2021

MEETING	CABINET	
	Councillor Swindlehurst	Leader of the Council and Cabinet Member for Financial Governance, Economic Development & Council Plans
	Councillor Akram	Deputy Leader of the Council and Cabinet Member for Leisure, Culture & Communities
	Councillor Anderson	Sustainable Transport & The Environment
	Councillor Bains	Regulation & Public Protection
	Councillor Carter	Customer Services & Corporate Support
	Councillor Hulme	Children's Services, Lifelong Learning & Skills
	Councillor Mann	Housing, Highways, Planning & Place
	Councillor Pantelic	Social Care & Public Health
DATE AND TIME:	MONDAY, 21ST JUNE, 2021 AT 6.30 PM	
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE	07749 709 868

NOTICE OF MEETING

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



JOSIE WRAGG
Chief Executive

AGENDA

PART 1

<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 9 and Appendix B of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i>		
2.	Minutes of the Meeting held on 12th April 2021	1 - 6	-
3.	Slough Labour Party Manifesto 2021/22	7 - 8	All
4.	Cabinet portfolios and Lead Member responsibilities 2021/22	9 - 14	All
5.	Performance & Projects Report: Quarter 4 2020/21	15 - 78	All
6.	Climate Change Strategy Vision	79 - 92	All
7.	Proposed Asset Disposals Programme	93 - 96	All
8.	Heart of Slough - Old Library Site Funding Report	97 - 104	Central
9.	Nova House - Update on Progress	105 - 116	Central
10.	Covid-19 Decisions Update	117 - 126	All
11.	Notification of Key Decisions	127 - 136	All
12.	Exclusion of the 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).

**AGENDA
ITEM**

REPORT TITLE

PAGE

WARD

Part II

13. Nova House: Update on Progress - Appendix 137 - 148 Central

Note:-

Bold = Key decision

Non-Bold = Non-key decision

Press and Public

Attendance and accessibility: You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before any items in the Part II agenda are considered. For those hard of hearing an Induction Loop System is available in the Council Chamber.

Webcasting and recording: The public part of the meeting will be filmed by the Council for live and/or subsequent broadcast on the Council's website. The footage will remain on our website for 12 months. A copy of the recording will also be retained in accordance with the Council's data retention policy. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

In addition, the law allows members of the public to take photographs, film, audio-record or tweet the proceedings at public meetings. Anyone proposing to do so is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

Emergency procedures: The fire alarm is a continuous siren. If the alarm sounds Immediately vacate the premises by the nearest available exit at either the front or rear of the Chamber and proceed to the assembly point: The pavement of the service road outside of Westminster House, 31 Windsor Road.

This page is intentionally left blank

Cabinet – Meeting held on Monday, 12th April, 2021.

Present:- Councillors Swindlehurst (Chair), Akram (Vice-Chair, arrived 6.45pm), Anderson, Bains, Carter, Mann, Nazir and Pantelic

Also present under Rule 30:- Councillors Gahir and Hulme

Apologies for Absence:- None.

PART 1

126. Declarations of Interest

No declarations were made.

127. Minutes of the Meeting held on 15th March 2021

Resolved – That the minutes of the meeting of the Cabinet held on 15th March 2021 be approved as a correct record.

128. Food Poverty Task & Finish Group Update

The Policy Insight Manager introduced a follow up report on the actions taken so far, and the planned next steps, to implement the recommendations of the Food Poverty Task & Finish Group.

It was noted that good progress had already been made on a number of the twelve recommendations from the Task & Finish Group. The Local Welfare Provision team had increased capacity following the Phase 2 restructure as part of Our Futures; a directory of financial support was being worked on; and new data insight tools had been introduced which would inform the relevant Council strategies and policies to address food poverty. It was also noted that considerable support had been provided during the pandemic both in terms of providing food vouchers during school holidays and thousands of hot meals through the OneSlough approach. The next steps included incorporating the recommendations into the new strategic framework for the Council which would drive forward service planning in the future.

The Cabinet welcomed the progress that had been made on some of the short term, low cost recommendations and reiterated its commitment to follow up on the medium to long term actions later in the year. Speaking under Rule 30, Councillor Hulme commented on the need to increase the employment opportunities for residents and ensure that Council contracts delivered strong social returns on investment. It was agreed that Lead Members & Directors would review progress in the summer with a further report to scrutiny and Cabinet in the Autumn of 2021.

Resolved –

- (a) That the actions taken so far and proposed next steps listed in sections 5.2 and 5.3 of the report be noted in relation the recommendations of the Food Poverty Task & Finish Group.
- (b) That Lead Members & Directors give further consideration to the implementation of the recommendations at a meeting in the summer of 2021 with a further update to be presented to the Cabinet in within six months.

(Councillor Akram joined the meeting)

129. Development and Execution of a Place Brand for Slough

The Associate Director, Place Strategy & Infrastructure introduced a report on the procurement of a design agency partner for the development and execution of a place brand for Slough.

The Council and partners had developed a range of new strategies and plans in the past year including the Slough 2040, Inclusive Growth Strategy and Regeneration Framework Masterplan. The development of a place brand was intended to take forward this work to the next stage by bringing together and articulating the 'story of place' as part of the communications strategy for the town. A tender had been put out in February 2021 to identify a branding agency that could work with the Council and partners on a brand narrative as well as marketing collateral and an initial implementation plan.

Hemingwaydesign had been awarded the contact following a competitive process during which eight bids had been received. The contract was initially for a two year period. Work would begin immediately and progress would be reported to Cabinet later in the year.

The Cabinet welcomed the concept to promote Slough and help change outdated perceptions. Slough was already a successful town with a strong economy and regeneration strategy and it was agreed that the development of a place brand could help maximise the opportunities. Cabinet members commented on the importance of incorporating Slough's cultural and community strengths into the work, and to ensure that clear outcomes and impacts were established and measured.

At the end of the discussion the recommendations were agreed and the Cabinet would receive a presentation from Hemingwaydesign on the progress of developing the brand by the end of 2021.

Resolved –

- (a) That the decision to award the contract for the development and execution of a place brand for Slough to Hemingwaydesign be noted.

Cabinet - 12.04.21

- (b) That the Cabinet receive a presentation from Hemingwaydesign and a project update on the emerging outcomes of the work by the end of 2021.

130. Observatory House - Lease Arrangements

The Associate Director, Place Strategy & Infrastructure introduced a report that updated the Cabinet on the progress with regards to increasing the occupancy of Observatory House and sought approval to lease part of the second floor.

The report set out the utilisation of the building since it was purchased in May 2018 as part of the accommodation strategy and transformation programme. This included initial plans to lease the fourth and fifth floors to generate income. The Cabinet noted that Slough Children First Ltd had now taken up occupancy of the fourth floor and plans were in place for the fifth floor to be the Slough Innovation Space and Future Skills Hub. The impact of the Covid-19 pandemic had rapidly accelerated remote working and taking account of future changing work patterns the Medium Term Financial Strategy assumed the equivalent of an additional floor (16,000 sqft) be leased. The Cabinet was asked to approve a lease of circa 3,600 sqft on the second floor and the operational implications were explained.

The Cabinet commented that Member meetings would shortly be able to return to Observatory House as Covid-19 restrictions were eased and the fact a comprehensive plan was in place for the full occupation of the building was welcomed. It was also noted that the acquisition of the building was part of the wider accommodation strategy which included the Council moving out of Landmark Place and moving services out into communities through the Localities Strategy. The proposed redevelopment of St Martin's Place into approximately 60 social and affordable homes would also contribute to both housing and financial objectives.

The Cabinet noted the report and agreed the recommendations.

Resolved –

- (a) That the report updating on the occupation of Observatory House be noted.
- (b) That delegated authority be given to the Executive Director of Place to agree terms of and approve the grant of a lease and any supplemental document(s) of part of the second floor Observatory House for a maximum term of 10 years, the lease to be granted at best consideration.

131. Revised Slough Local Outbreak Management Plan

The Lead Member for Health & Wellbeing and the Service Lead, Public Health introduced a report that sought approval for the revised Covid-19 Local

Cabinet - 12.04.21

Outbreak Management Plan. The updated version of the plan for endorsement was included in the supplementary agenda, and this version included further information from Public Health England and the Department of Health & Social Care.

It was a requirement for local authorities to produce an Outbreak Management Plan and the document set out the roles, responsibilities and processes for managing Covid-19 outbreaks. The plan had been revised since its initial adoption in June 2020 and whilst the fundamental roles of the council and health partners were unchanged it incorporated the expansion of testing, the vaccination programme and the 'roadmap' for relaxing restrictions. The Government had announced funding allocations for each local authority through the Contain Outbreak Management Fund (COMF) and Slough would receive £769,057.

The Cabinet discussed the positive work undertaken in response to the pandemic over the past year including the OneSlough community response, the BAME project, innovative approaches to community testing and vaccination and the community champions. The Outbreak Engagement Board would continue to review the communications activity which was recognised to be an important part of the local response.

After due consideration the revised Outbreak Management Plan was endorsed and the Cabinet asked to receive the Equalities Impact Assessment at a later stage.

Resolved –

- (a) That the Council's Local Outbreak Management Plan as at Appendix A in the Supplementary Agenda be endorsed; and
- (b) That delegated authority be granted to the Chief Executive to maintain and amend the plan following consultation with the Cabinet Member for Health & Wellbeing and the East Berkshire Director for Public Health.

132. Covid-19 Decisions Update

The Cabinet received a report which set out the further significant decisions taken by Officers in response to the Covid-19 pandemic. The decisions taken in the latest report included the extension of the Covid Information Officers and the various measures being put in place to deliver Covid safe elections on 6th May 2021.

The schedule of significant decisions as set out in Appendix A to the report was ratified insofar as it related to executive functions.

Resolved –

- (a) That the report be noted; and

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

133. CIF Annual Report & 2021/22 Cabinet Allocations

The Lead Member for Governance & Customer Services and the CIF Responsible Officer introduced an update on Community Investment Fund (CIF) spend in 2020/21.

CIF funding had once again provided over £1m investment in a wide range of projects in every ward across the borough. Cabinet Members highlighted a number of schemes that had been delivered during the year which had been well received by residents. All of the £210,000 of revenue allocated for eligible projects and almost £1.8m had either been spent or committed to capital projects. The report and appendices were noted.

A sum of £147,000 remained unallocated and was available to spend. The Leader proposed, and it was agreed, that £47,000 be allocated for further tree planting as part of the successful Urban Forest programme, with the remaining underspend not to be utilised in view of the financial pressures facing the council. It was requested that the additional funding being made available for tree planting include fruit trees and orchards with links being made to the work to address food poverty in the borough.

Resolved –

- (a) That the expenditure to date from the annual Community Investment Fund 2020/21 be noted.
- (b) That the current forecast potential underspend at the end of the financial year 2021/21 be noted.
- (c) That £47,000 of the 2020/21 underspend be allocated for further tree planting, potentially including fruit tree orchards, as part of the Urban Forest programme.

134. Contracts in Excess of £180k in 2021/22

The Cabinet received a report that set out the list of contracts with a value in excess of £180,000 that the Council expected to let in the 2021/22 financial year.

It was a Constitutional requirement that Cabinet approval be secured before tendering commenced. All contracts would be subject to the other requirements of the Financial and Contract Procedure Rules. The list of contracts as in Appendix A to the report were approved.

Resolved – That the list of contracts expected to be let in 2021/22, as at Appendix A to the report, be approved.

Cabinet - 12.04.21

135. References from Overview & Scrutiny

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

136. Notification of Key Decisions

The Cabinet considered and endorsed the Notification of Key Decisions published on 12th March 2021 which set out the key decisions expected to be taken by the Cabinet in the next three months.

Resolved – The published Notification of Key Decisions was endorsed.

Chair

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



Naveeda Qaseem (Elliman Ward) at the Arbour Park Community Stadium – built by Slough Borough Council to bring back a home ground in Slough for Slough Town FC.



Mike Holledge (Langley Kederminster) at the site of the new hub community centre being delivered for Langley at the junction of Meadow Road and Trelawney Avenue.



Kevin Barry (Haymill & Lynch Hill) enjoys some of the environmental improvements taking place around Slough. Our Labour Council is planting 12,000 new trees.



Jemma Davis (Cippenham Green) at the outdoor gym equipment at Deerwood Park – a further 8 outdoor gyms have been installed in local parks over the past year.

Localities and Community Facilities

- ✓ We will begin construction of a new Community Hub for Langley, on Trelawney Avenue – complete with Council services, meeting rooms, bookable space and an upgraded library.
- ✓ We will open a new health-led Community Hub in Colnbrook and work with local residents to return community health services to the village.
- ✓ We will submit planning applications for new Community Hubs in Cippenham and north Slough.
- ✓ We will adapt the Britwell Centre to include a GP surgery and community health services on site and we will work with health partners to begin construction of extra-care housing and a new GP surgery for Chalvey.
- ✓ We will invest £1 million in neighbourhood enhancements this year, through our Community Investment Fund with projects in the hands of local ward Councillors.
- ✓ We will work to reduce fly-tipping and anti-social behaviour, including the installation of new CCTV cameras to hot-spot areas. We will use CCTV intelligence to step up enforcement.

Environment, Parks and Open Spaces

- ✓ We will plant 12,000 new trees across Slough as part of our 'urban forest' project - including planting 500 through the Council's Community Investment Fund, and will help residents gain environmental skills through a community training programme.
- ✓ We will invest £500,000 in sustainable environment measures - including a Clean Air Plan for Slough.
- ✓ We will work with residents to recycle 7,500 tonnes of material via our red bin scheme, other initiatives and we will collect 3,500 tonnes of garden waste.
- ✓ We will ensure that Slough is a Council which continues to send zero waste to landfill.
- ✓ We will work with partners to deliver 5 km of improvements to the Slough Canal towpath; enhancing the route for walking and cycling.
- ✓ We will deliver and manage improved open space around the Chalvey Brook as part of the redevelopment of the Montem site.
- ✓ We will invest £500,000 through our development partnership, in improvements to Bowyer Recreation Ground, as part of the regeneration of the Canal Basin at Stoke Wharf.

Slough Labour Party Manifesto for the Local Elections 2021

Support in tough times, building for better times.



www.sloughlabourgroupparty.org.uk
twitter.com/LabourSlough

Slough Labour
 and co-operative

Printed by Print Direct Solutions, Unit J2, Deseronto Trading Estate, St. Mary's Road, Langley, SL3 7EW.
 Promoted by James Swindlehurst on behalf of Slough Labour Party both at 52 Chalvey High Street, Slough, SL1 2SQ



Atiq Sandhu (Chalvey) at the new houses on the site of the former Cross Keys Pub and Council Car Park in Chalvey High Street - the Labour-run Council will invest £2million to supply a pipeline of new homes via its 'small sites' strategy.



Martin Carter (Britwell & Northborough) views 12 new Council Homes constructed on Wentworth Avenue - 575 social & affordable homes will be built in the next round of Slough Council's capital programme.



Gurdeep Grewal (Upton) and Iram Hussain (Central) inspect the additional play equipment installed at Bloom Park, with other leisure and environmental improvements.



Jemma Davis (Cippenham Green) at Cippenham Library. Plans are being developed to improve and expand the library into a council hub; offering wider Council services.

Housing

- ✓ We will invest £3million in preparing planning applications to deliver a pipeline of 575 new social/affordable homes.
- ✓ We will invest £9m million in repairs, modernisation, structural and environmental improvements to Council tenants' homes.
- ✓ We will ensure that energy-efficiency and building health and safety regulations are at the heart of improvements in our Council housing stock.
- ✓ We will start the major redevelopment of the former Tower and Ashbourne tower blocks site in Chalvey, to create 190 new homes for social and affordable rent.
- ✓ We will convert the Council's former office headquarters at St Martin's Place into 60 new social and affordable homes.
- ✓ We will work with housing associations and other partners to reduce anti-social behaviour in the communal areas of flatted blocks.
- ✓ We will assist more of the Slough's elderly residents to continue to live independently, helping them to maintain control of their lives.

Young People and Skills

- ✓ We will develop a new dedicated youth Hub in Slough town centre to improve the youth offer for our young people. We will add disabled-friendly equipment to local children's play areas.
- ✓ We will open a new skills, jobs and innovation space to support the town's economic recovery and help residents access employment opportunities.
- ✓ We will launch new academies in construction and in health & social care, to provide residents with training, qualifications and career pathways in these growing employment sectors.
- ✓ We will maintain our £350,000 local welfare fund - which has helped 3,000 residents with welfare support and 30,000 residents with their Council tax bills in 2020/21. We will bring forward a strategy to tackle food poverty locally.
- ✓ We will establish a new wholly-owned Council company to deliver improved and financially sustainable children's services.
- ✓ We will secure extra resources, working with the new town centre Business Improvement District, to make immediate improvements to High Street public space and the central shopping area.



Bally Gill (Langley St Mary's) at the junction widening and road improvement works on Langley High Street - a major highway infrastructure scheme delivered by Slough's Labour-run Council.



Satpal Parmar (Cippenham Meadows) on Cippenham's number 5 bus route - Slough Council worked to bring in new operators to restore the route after the previous bus operator pulled out.



Atiq Sandhu (Chalvey) in front of Slough Ice Arena on Montem Lane, following the £8million Council project to refurbish and extend the building into a flagship facility.



Iram Hussain (Central) at the new buildings arriving in the town centre. New shops, restaurants, workspace, arts and cultural facilities are coming to the 'square mile' of central Slough as part of multi-million pounds of regeneration.

Highways and Transport

- ✓ We will deliver £2 million of major highway improvements and repairs across the town and invest £700,000 in improvements to Slough station's northern forecourt.
- ✓ We will deliver the eastern section of the Mass Rapid Transport link from the town centre to Heathrow, and assemble the land for a new 'Park and Ride' scheme at M4 junction 5.
- ✓ We will approve and deliver a Strategic Transport Infrastructure Plan, supporting sustainable transport for residents, workers and visitors.
- ✓ We will work with bus operators in a new bus partnership; to restore bus services lost or reduced by the Covid-19 pandemic.
- ✓ We will complete the Langley High Street widening and improvement works, to add more capacity to the local road transport network.
- ✓ We will build a new separated cycle route for western Slough, running from the Huntercombe Borough boundary to central Slough.
- ✓ We will work to better manage parking problems in residential areas, engaging with residents to find solutions for their streets.

Regeneration

- ✓ We will submit plans for the complete regeneration of the former Thames Valley University site, to include workspaces, 1,350 new homes, arts, cultural and learning space.
- ✓ We will support British Land to prepare their planning submission for the complete redevelopment of the Queensmere shopping centre, with new homes, offices, retail, restaurants and jobs; to improve Slough town centre.
- ✓ We will transform the former Montem Leisure Centre site into a new community; with over 200 new homes and new, high-quality open space.
- ✓ We will begin the regeneration of the canal basin through the development of 'Stoke Wharf' - delivering more than 300 new homes, commercial space, a food and beverage offer, as well as canal-side and outdoor space improvements.
- ✓ We will develop detailed plans for the former Akzo-Nobel/ICI Paints site in central Slough, to provide more than 850 new homes, a minimum of 400 of which will be social and affordable properties.
- ✓ We will continue to work with Berkeley Homes to support their transformation of the former Horlicks factory into a new residential quarter, including 1,350 new homes, with 350 social/affordable.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 21st June 2021

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

WARD(S): All

PORTFOLIO: Leader of the Council

PART I
NON-KEY DECISION

CABINET PORTFOLIOS AND RESPONSIBILITIES 2021-22

1. **Purpose of Report**

To advise the Cabinet of portfolios and the Members responsible for them.

2. **Recommendations**

The Cabinet is requested to resolve:

- (a) That the Cabinet note the portfolios and responsible Lead Members as appointed by the Leader of the Council.
- (b) That the appointment of Councillor Sabia Akram as Deputy Leader of the Council be noted.
- (c) That the appointment of the Commercial Sub-Committee be noted, comprising Councillor Swindlehurst (Chair), Anderson, Carter and Mann.

3. **Slough Joint Wellbeing Strategy Priorities**

Effective, transparent and equitable democratic and decision making processes are an essential pre-requisite to the delivery of all the Council's priorities.

4. **Other Implications**

The recommendations within this report meet legal requirements. The proposals have no workforce implications and any financial implications have been reflected within the approved budget. There are no Human Rights Act implications.

The Constitution provides for the Leader of the Council to appoint Cabinet Members and the portfolios they will hold.

5. **Supporting Information**

5.1 The Leader has determined the number of Councillors appointed to the Cabinet and the portfolios they will hold.

5.2 The Leader of the Council has appointed the following Councillors to Cabinet portfolios listed below:

Councillor Swindlehurst	Leader of the Council and Cabinet Member for Financial Governance, Economic Development and Council Plans
Councillor Akram	Deputy Leader of the Council and Cabinet Member for Leisure, Culture & Communities
Councillor Anderson	Cabinet Member for Sustainable Transport & The Environment
Councillor Bains	Cabinet Member for Regulation & Public Protection
Councillor Carter	Cabinet Member for Customer Services & Corporate Support
Councillor Hulme	Cabinet Member for Children's Services, Lifelong Learning and Skills
Councillor Mann	Cabinet Member for Housing, Highways, Planning & Place
Councillor Pantelic	Cabinet Member for Social Care & Public Health

5.3 The full list of Cabinet portfolios is set out in Appendix A.

6. **Background Papers**

None

Lead Member Portfolios

Leader - Financial Governance, Economic Development & Council Plans **(Councillor Swindlehurst)**

- Forward Strategy
- Budget Strategy & Financial Planning
- Council Asset Planning & Asset Disposals
- Community Hubs, Localities & Place Strategies (oversight)
- Corporate Accounts, Audit
- Commercial Companies and Investments
- Regional & Sub-Regional Plans & Relationships
- Local Government Relationships
- Economic Development & Inward Investment
- Town Centre Management and 'Meanwhile' Uses
- Relationships with Town Centre Development Partners
- Relationship with Thames Valley Berkshire LEP
- Social Housing Supply (Council Development Programme)

Deputy Leader, Leisure, Culture & Communities (Councillor Akram)

- Leisure & Sports Facilities
- Parks and Open Spaces
- Grounds Maintenance
- Allotments
- Community Hubs & Localities Strategy (delivery)
- Arts & Cultural Strategies
- Community Events & Citizen Engagement
- Equalities
- Partnerships with the Voluntary, Community/Charitable Sector & Social Enterprises

Sustainable Transport & The Environment (Councillor Anderson)

- Public Transport & Travel Plans
- Council Fleet Management & Future Planning
- Taxi & Minicab Licensing
- Cycling & Walking Strategies & Plans
- Relationships with Bus & Rail Operators, & Heathrow Airport Ltd
- Surface Access to Heathrow
- Air Quality & Climate Change
- Council Environmental Services
- Waste Management, Recycling, Refuse Collection
- Energy Efficiency
- Flood Prevention

Regulation & Public Protection

(Councillor Bains)

- Consumer Protection
- Enforcement Services
- Trading Standards
- Food Safety
- Overall Responsibility for Licensing Services
- Coroner, Crematorium & Registrar
- Building Control/Building Regulations
- Emergency Planning
- Community Safety, Crime Reduction, Prevent
- Anti-Social Behaviour, relationships with the Police
- Fire Safety and relationships with the Fire Service

Customer Services & Corporate Support

(Councillor Carter)

- Human Resources
- Legal, Democratic & Member Services
- Council Constitution, Policy & Scrutiny Support
- Performance Management
- Procurement
- E-government & Organisational Transformation
- Council Communications
- Customer Services
- Post-pandemic service recovery
- Corporate Landlord Function
- Operation of Council Buildings & Facilities

Children's Services, Lifelong Learning & Skills

(Councillor Hulme)

- Education, Early Years & SEND services
- School Admissions, School Places & Attendance
- School Improvement
- Corporate Parenting, Foster Care, Adoption
- Youth Engagement
- Children's Centres, Nurseries, Play Strategy
- Children & Young People's Safeguarding
- Early Intervention
- Unaccompanied Asylum Seekers
- Slough Children's Company (Slough Children First)
- Library Services
- Careers Services and Lifelong Learning, Skills Training, Apprenticeships

Housing, Highways, Planning & Place

(Councillor Mann)

- Planning & Development Management
- Homelessness Prevention & Rough Sleeping
- SBC Housing Companies (Herschel Homes, James Elliman Homes, the DISH & DISH RP)
- Housing Repairs Services & Estate Management
- Private Sector Housing Regulation/standards
- Council-Managed Neighbourhood Shopping Parades
- Highway Maintenance/Street-works
- Street-lighting
- Place Strategy (delivery)
- Public Realm Standards & Strategy

Social Care & Public Health

(Councillor Pantelic)

- Adult Social & Community Care
- Older People's Services
- Adult Safeguarding
- Careline
- Disabilities
- Mental Health
- Substance Misuse Services
- Prevention & Public Health
- Health & Wellbeing Partnerships
- Relationships with NHS & Ambulance Services

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 21st June 2021

CONTACT OFFICER: Associate Director, Strategy & Improvement

(For all enquiries) (01753) 875847

WARD(S): All

PORTFOLIO: Councillor Martin Carter
Cabinet Member for Customer Services & Corporate Support

PART I
NON-KEY DECISION

PERFORMANCE & PROJECTS REPORT: QUARTER 4 2020/21**1. Purpose of Report**

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

- The corporate balanced scorecard indicators during 2020/21.
- An update on the progress of the 28 projects on the portfolio, which are graded according to project magnitude as gold (12), silver (9) or bronze (7).
- An update on the progress of the current Manifesto commitments.

2. Recommendation(s)/Proposed Action

Cabinet is requested to note the Council's current performance as measured by the performance indicators within the balanced scorecard, the progress status of the gold projects, and progress against the Manifesto commitments.

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

The report supports the Slough Joint Wellbeing Strategy by detailing how the Council has performed against its priority outcome areas thereby enabling evidence-based decision-making on future plans.

SJWS Priorities:

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

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

(b) Five Year Plan Outcomes

The report supports each of the Five Year Plan outcomes by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and gold projects reporting. The outcomes are:

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

4. Other Implications

(a) Financial

There are no financial implications of proposed action.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	N/A	N/A
Equalities Issues	N/A	N/A
Community Support	N/A	N/A
Communications	N/A	N/A
Community Safety	N/A	N/A
Financial	N/A	N/A
Timetable for delivery	N/A	N/A
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

There is no statutory duty to report regularly to Cabinet on the Council’s performance, however as a best value authority under the Local Government Act 1999, the Council has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. Regular reporting of performance can assist the Council to demonstrate best value.

(d) Equalities Impact Assessment

The Equality Act 2010 sets out duties for local authorities in relation to equalities, including the public sector equality duty, which requires the Council to have due regard to equality issues when reviewing and changing services. Councils should also collect and review data on service provision to identify gaps in service and whether these impact on certain protected groups to a greater extent than others.

5. **Supporting Information**

- 5.1. This is the quarter 4 report to Cabinet reporting on the 2020/21 financial year in respect of the performance position of the Council.
- 5.2. Please refer to the attached corporate performance report, which summarises progress against the Council's priorities in quarter 4 of the financial year 2020/21.

Corporate Balanced Scorecard

- 5.3. Due to the pandemic a number of underlying data sources have not been updated for a considerable time. This means that in four cases the indicator on the scorecard is not accurately capturing recent performance. The indicators impacted by a delay in external data source updates are:
- Percentage attainment gap between all children and bottom 20% at Early Years Foundation Stage
 - Percentage attainment gap between all children and bottom 20% at Key Stage 2
 - Uptake of targeted health checks for people aged between 40-74
 - Number of people inactive
- 5.4. As consistent with the Q3 scorecard report the following indicators are either not reported against or do not include year-end targets:
- Young people's happiness (not reported as no measure has been identified)
 - Business Rates in-year collection rate (no year-end target due to uncertainty caused by Covid-19)
 - Council Tax in-year collection rate (no year-end target due to uncertainty caused by Covid-19)
- 5.5. Overall, for Q4 the strategic performance picture remains variable, which is consistent with the position as reported at the end of Q3. There are some indicator-specific movements, which are detailed within this report.
- 5.6. Overall, 33% (7) of the 21 key performance indicators (KPIs) with agreed targets are performing either at or better than target. 43% (9) indicators are performing marginally worse than target, and 24% (5) indicators are performing below the red KPI threshold.
- 5.7. In relation to overall trend, performance has improved since last quarter for 35% (8) of the 23 KPIs, remained the same for 5% (1) and declined for 61% (14). Whilst Covid-19 is not the only factor impacting on performance, quarter 4 figures provide insight into the impact of Covid-19 in 2020/21 financial year.

5.8. Key changes this quarter:

- During quarter 4 we saw an increase in the number of street cleanliness inspections carried out as well as an improvement in the average inspection score of 2.91 and the average grade remaining at a grade B. A reduction in staff with COVID absences enabled a full service to be deployed across the board. As a result we had the manpower to keep on top of litter within the Borough.
- Slough's total crime rate per 1,000 population for quarter 3 improved from 28.5 in Q2 to 27.7 in Q3 however it remains higher than the Most Similar Group (MSG) and national averages. A reduction in the crimes rates is likely to be a result of national lockdown restrictions in place during Q3. The most prevalent offence subgroup for Slough for Q3 of the 2020/2021 financial year was 'violence without injury'.

In addition to the above, Appendix C details the published Police UK crime data as shown on the Berkshire Data Observatory

<https://slough.berkshireobservatory.co.uk/crime-and-community-safety/>.

This shows that the overall crime rate at the end of Q4 was similar to the crime rate observed at the end of each Lockdown. There is not yet a measurable upward or downward shift in the rate of crime or type of crime in Slough as a result of the Covid19 pandemic. There crime rate continues to be higher in Slough than the South East and England. The highest relative level for a category of crime is that of Violence and Sexual Offences, which is 43.5 per 1000 compared to 29.9 per 1,000 for South East and 29.7 per 1,000 for England.

- The number of Houses in Multiple Occupation (HMOs) licences shows a steady increase from previous quarter from 244 to 267 properties. The enforcement of the requirement for all HMOs to be licensed requires proactive, unannounced visits to properties with unknown occupants so naturally the housing regulation team's activity in this area has been severely restricted by the Covid19 lockdown. Nonetheless we have managed to steadily increase the number of mandatory licensed HMOs by writing to landlords and reminding them of the requirement to licence. We have initiated prosecution proceedings against one landlord that failed to licence their property; though those proceedings are yet to be concluded. We have also issued financial penalties to another two landlords for failing to licence their properties. As restrictions are now being eased and officers that are currently shielding move closer to returning to work it is anticipated that there will be an increase in the number of licence applications in 2021/22 as the officers begin to accelerate their enforcement activity.
- The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Mar-21 was 6 minutes 22 seconds. This is an improvement from the previous quarter (at the end of Dec-20) of 6 minutes 31 seconds.

5.9. Key areas for review this quarter:

- Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for March of 8.9% comprises of

8,450 people of which 1,250 aged 16-24 (a rate of 11.6%) and 2,135 aged 50+ (a rate of 9.3%). The rate remains above the national and South East of England average and is the 6th highest rate for 16-64 out of the 63 largest cities and towns. Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Since end of March, 5,630 more people in Slough are claiming benefits due to unemployment which includes 855 more young people (16-24) and 1,425 more older people (50+). At the end of Feb there were 13,200 claims from the Coronavirus Job Retention Scheme ('on furlough') and 7,200 claims totalling £18.2m for Self-Employment Income Support Scheme (SEISS).

- There has been a reduction in the number of adults managing their care and support via a direct payment from 595 in Q3 to 583 in Q4 and as such this remains below the in-year target of 650. This is mainly down to pressures to pandemic response. Despite these challenges the overall number of people opting to take a direct payment within the year increased from 847 in Q4 2019/20 to 856 in Q4 2020/21. Improvement measures are underway to reach target for 2021-22. We continue to make direct payments easier to manage using pre-payment card, managed direct payment accounts and providing in-house support for the recruitment of Personal Assistants.
- There was a slight reduction in the number of net additional permanent dwellings successfully completed from 503 in 2019/20 to 501 in 2020/21. In addition, there are over 1,000 homes still under construction and over 2,500 new homes that have planning consent but construction has yet to start. Covid-19 may have slowed down progress on these which could impact completions over the next few years.
- At the end of quarter 4 we achieved a business collection rate of 90.0% of the expected in-year total, collecting £68.4m. The collection rate is 5.8% below the same time last year. The net collectable debt is much lower due to the large amount of reliefs that have been applied due to Covid-19; nearly £31m in reliefs were granted during 2020-21. Due to ongoing Covid-19 challenges many of the businesses for whom we have agreed to defer instalments or spread the instalments have struggled to make the payments before the end of the financial year. We fully expect that there will be a similar situation in 2021-22 but will be working with the businesses to help them make the payments. Business rate collection is a priority, but we need to be aware that many businesses are struggling and may need time to recover to a situation where they are able to pay accumulated business rates or they may not survive.
- At the end of quarter 4 we achieved a council tax collection rate of 92.7% of the expected in-year total, collecting £66.1m. The collection rate is 3.4% below the same time last year mainly due to the impact of Covid on the income of our residents as many were furloughed or lost work during this time. Recovery activity restarted in November, taking into consideration the circumstances of our residents, many of the debts have extended payment arrangements to support our residents and it may take sometime for many of residents to be able to clear these arrears. We will continue to collect this debt while being firm but fair in our collection methods and identifying vulnerabilities as necessary.

- There has been an increase in the number of homeless referrals received during the pandemic. Households in temporary accommodation increased from 355 households at the end of Q3 to 414 households at the end of Q4 representing a 16.5% increase in 3 months. Although there has been a freeze on evictions through the courts, there has been a significant number of referrals of single homeless households in response to the government's 'get everyone in' campaign during the COVID-19 pandemic.
- There has been an increase in the number of service requests that took 90 or more days to close, from 144 in Q3 to 301 in Q4. This increase follows a previous decrease from Q2 to Q3 as a result of restrictions easing during that period. During Covid-19 there has been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. During lockdowns home visits could not be carried out therefore many of these cases remain pending whilst we wait being able to carry out visits again. Officers were only able to progress cases where they can be dealt with remotely or where residents have provided us with useful information/ evidence. Work has resumed to install noise recorders to monitor and close cases where necessary. Officers are now able to carry out visits to properly assess cases, action and close as necessary.

Project Portfolio

5.10. Progress continues on all major schemes and projects. Across all projects on the portfolio, 50% were rated overall as Green (14 projects), 43% were rated overall as Amber (12 projects) and 7% were rated overall as Red (2 projects).

5.11. Two projects completed this quarter:

- Slough Academy Phases 2 and 3 and
- Corporate Grip and Governance (Our Futures)

5.12. Key achievements this quarter:

- SUR (Nova House): Revised planning amendment completed.

5.13. Key issues to be aware of:

- Fleet Challenge: Works to install the new charging stations at 25 Windsor Road delayed as the installation of the power supply has not yet been completed by the District Network Operator SSE.
- Capita One Hosting Education Modules: Project on hold due to IT infrastructure.

Manifesto Pledges

5.14. Due to the postponement of the local elections, no new Manifesto pledges were released for 2020/21. During 2020/21, due to the Covid-19 response, there were impacts on the delivery of some of the existing Manifesto pledges.

5.15. There were 43 Manifesto pledges across the key areas from 2019/20, which we continue to track during 2020/21.

5.16. 23 pledges are complete. At the end of Q3, 40% (17 pledges) were rated overall as Green (achieving or on schedule) and 7% (3 pledges) were rated overall as Amber (signifying as working towards). None of the pledges were rated overall as Red.

6. **Comments of Other Committees**

None. The report will be reviewed at the Overview and Scrutiny Committee on 13th July 2021.

7. **Conclusion**

This paper sets out the Council's current performance as measured by the performance indicators within the balanced scorecard, the progress status of the gold projects, and progress against the Manifesto commitments. The Council has seen areas of strong performance through Q4 of 2020/21, with some other areas requiring review, learning and improvement. Areas to celebrate and areas for improvement will be reflected on and considered as part of operational delivery decisions taken in Q1 2021/22. A further report highlighting performance in Q1 2021/22 will be received by Cabinet in September 2021.

8. **Appendices Attached**

- 'A' - Corporate Performance Report Q4 2020/21
- 'B' - Manifesto Commitments Q4 2020/21
- 'C' - Crime and Community Safety Trends Q4 2020/21

9. **Background Papers**

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

This page is intentionally left blank

Slough Borough Council

Appendix A:

Corporate Performance Report

2020-21 – Quarter 4

(January to March 2021)

Business Insight

Strategy & Improvement

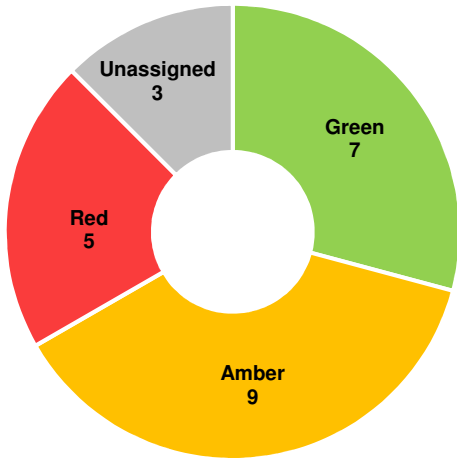
Contents

Executive summary.....	3
Corporate performance indicators	4
Performance indicator scorecard	4
Corporate balanced scorecard overview.....	5
Progress towards outcome 1 indicators	9
Progress towards outcome 2 indicators	11
Progress towards outcome 3 indicators	12
Progress towards outcome 4 indicators	13
Progress towards outcome 5 indicators	15
Progress towards corporate health indicators	16
Project portfolio	18
Project portfolio overview.....	18
Status of gold projects	19
Key achievements, issues and lessons learnt	21
Glossary.....	22
Performance indicator key	22
Performance indicator glossary	23

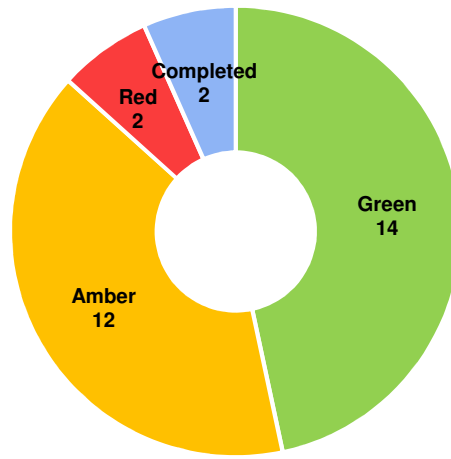
2020/21 Quarter 4: Executive Summary

Performance against target (RAG)

Key Performance Indicators

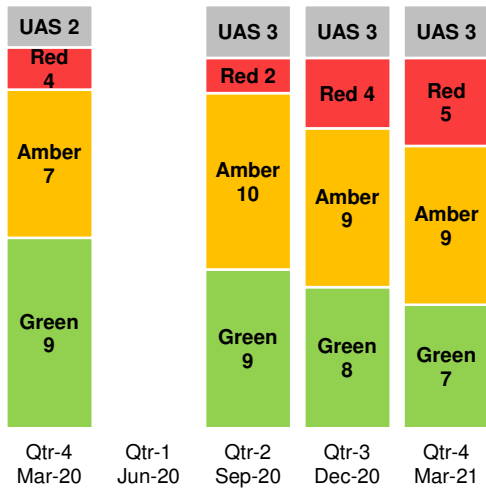


Project Portfolio: Overall Status

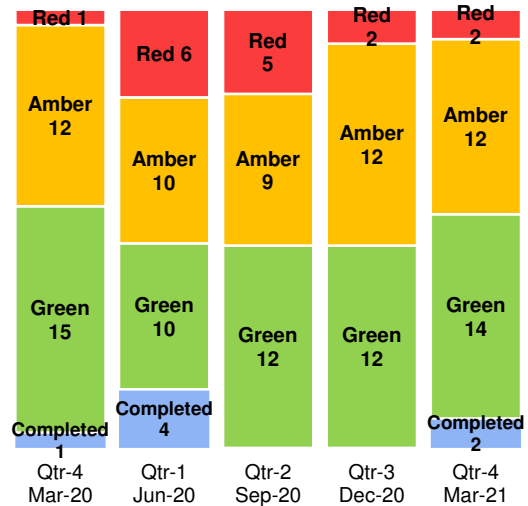


Comparison with previous quarter

Key Performance Indicators



Project Portfolio: Overall Status



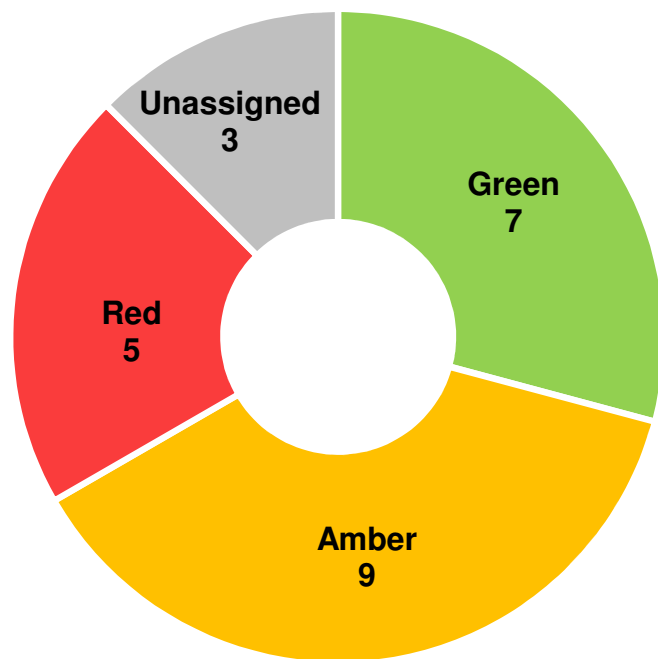
Performance Scorecard

Outcome	Performance Measure	Previous Performance	Direction	Current Performance	Target
Outcome 1 Slough children will grow up to be happy, healthy and successful	Percentage of Child Protection Plans started in year that were repeat plans within 2 years	G 7.3% (7)	↓	A 10.7% (9)	<10%
	Attainment gap between all children and bottom 20% at Early Years	G 31.0%	↑	G 30.1%	<32.4%
	Attainment gap between disadvantaged children and all others at Key Stage 2	G 16%	↔	G 16%	<20%
	Attainment gap between disadvantaged children and all others at Key Stage 4	G 23.6%	↓	R 30.2%	<26.4%
	Percentage of young people not in education, training or employment	G 4.0%	↓	G 4.2%	<=5%
	Young people's happiness (indicator to be established)	-		-	tbc
	Percentage of reception aged children classified as overweight including obese	- 21.9%	↓	A 23.0%	<23.0%
	Percentage of year 6 aged children classified as overweight including obese	- 41.0%	↑	A 40.8%	<35.2%
Outcome 2 Our people will be healthier and manage their own care needs	Number of adults receiving a Direct Payment	R 595	↓	R 583	650
	Uptake of targeted NHS health checks	G 2.0%	↓	A 1.5%	>1.9%
	Percentage of residents inactive	R 35.9%	↑	A 34.4%	<34.4%
Outcome 3 Slough will be an attractive place where people choose to live, work and stay	Average level of street cleanliness	G B (2.65)	↑	G B (2.91)	>=B
	Total crime rate per 1,000 population	R 28.5	↑	A 27.7	<24.8
	Percentage of household waste sent for reuse, recycling or composting	A 28.3%	↓	A 26.3%	>=30%
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	A 355	↓	R 414	<=299
	Number of net additional permanent dwellings completed during the year	A 503	↓	A 501	>=650
	Number of mandatory licensed HMOs	G 244	↑	G 267	>=250
	The number of service requests that took 90 or more days to close	A 144	↓	R 301	>100
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	- 95.8% (£103.8m)	↓	- 90.0% (£68.4m)	n/a
	Access to employment: unemployment rate	R 8.4%	↓	R 8.9%	<6.5
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	G 6 mins 31s	↑	G 6 mins 22s	<10mins
Corporate health	Council tax in year collection rate	- 96.1% (£66.6m)	↓	- 92.7% (£66.1m)	n/a
	SBC staff survey: percentage of staff proud to work for the council	G 72%	↓	A 67%	>=72%
	SBC staff survey: percentage of staff rate working for the council as either good or excellent	G 70%	↑	G 74%	>=70%

Corporate Balanced Scorecard

The latest position of the Council's key performance indicators at the end of quarter 4 was as follows:

Key Performance Indicators



Page 27

Quarter 4 updates are not yet available for the following measures, with the latest available figures from quarter 3:

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

Due to the pandemic a number of underlying data sources have not been updated for a considerable time. This means that in four cases the indicator on the scorecard is not accurately capturing recent

performance. The indicators impacted by a delay in external data source updates are:

- Percentage attainment gap between all children and bottom 20% at Early Years Foundation Stage
- Percentage attainment gap between all children and bottom 20% at Key Stage 2
- Uptake of targeted health checks for people aged between 40-74
- Number of people inactive

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

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

For the remaining 21 indicators with agreed target levels, 33% (7 indicators) were rated overall as **Green**, 43% (9 indicators) were rated as **Amber** and 24% (5 indicators) were rated as **Red**.

In relation to overall trend, performance has improved since last quarter for 35% (8) of the 23 KPIs, remained the same for 5% (1) and declined for 61% (14). Whilst Covid-19 is not the only factor impacting on performance, quarter 4 figures provide insight into the impact of Covid-19 in 2020/21 financial year.

Key improvements this quarter:

- **Average level of street cleanliness**
The RAG status remains **Green**.
During quarter 4 we saw an increase in the number of inspections carried out as well as an improvement in the average inspection score of 2.91 and the average grade remaining at a grade B. A reduction in staff COVID absences enabled a full service to be deployed across the board. As a result we had the manpower to keep on top of litter within the Borough.
- **Total crime rates per 1,000 population: (quarterly)**
The RAG status improved from **Red** to **Amber**
Slough's total crime rates per 1,000 population for quarter 3 improved from 28.5 in Q2 to 27.7 in Q3 however remains higher than the Most Similar Group (MSG) and national averages. A reduction in the crimes rates is likely to be a result of national lockdown restrictions in place during Q3. The most prevalent offence subgroup for Slough for Q3 of the 2020/2021 financial year was 'violence without injury'.
- **Number of licenced mandatory Houses in Multiple Occupation (HMOs)**
The RAG status remains **Green**.
The number of Houses in Multiple Occupation (HMOs) licences shows a steady increase from previous quarter from 244 to 267 properties. The enforcement of the requirement for all HMOs to be licensed requires proactive, unannounced visits to properties with unknown occupants so naturally the housing regulation team's activity in this area has been

severely restricted by the Covid lockdown which began in early January. None the less we have managed to steadily increase the number of mandatory licensed HMOs by writing to landlords and reminding them of the requirement to licence.

We have initiated prosecution proceedings against one landlord that failed to licence their property; though those proceedings are yet to be concluded. We have also issued financial penalties to another two landlords for failing to licence their properties. As restrictions are now being eased and officers that are currently shielding move closer to returning to work it is anticipated that there will be a significant increase in the number of licence applications in 2021/22 as the officers begin to accelerate their enforcement activity.

- **Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)**
The RAG status remains **Green**.
The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Mar-21 was 6 minutes 22 seconds. This is an improvement from the previous quarter (at the end of Dec-20) of 6 minutes 31 seconds.

Key areas for review this quarter:

- **Attainment gap between disadvantaged children and all others at Key Stage 4**
The RAG status dropped from **Green** to **Red**
[This is an annual indicator derived from the end of year exams and was reported in the previous quarter]. The next annual update is due at the end of quarter 3 2021/22].
- **Number of adults managing their care and support via a direct payment**
The RAG status remains **Red**
There has been a reduction in the number of adults managing their care and support via a Direct Payment (DP) from 595 in

Q3 to 583 in Q4 and as such this remains below the in-year target of 650. This is mainly down to pressures to the pandemic response. Referrals for new DP's reduced dramatically during 2020, with only 80 being received into the Purchasing Personal Budget Team (PPBT) compared to 145 the previous year. The staff within the team often assisted their colleagues in the Purchasing function taking them away from their DP duties. DP officers were also unable to carry out face to face visits which usually give service users more confidence in asking questions, exploring DPs and taking up the DP offer when able to meet someone from the team rather than through telephone communications.

Despite the challenges in 2020-21 the overall number of people opting to take a direct payment within the year increased from 847 in Q4 2019/20 to 856 in Q4 2020/21. Improvement measures are underway to reach target for 2021-22. We continue to make direct payments easier to manage using pre-payment card, managed direct payment accounts and providing in-house support for the recruitment of Personal Assistants.

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

The RAG status remains **Amber**

There was a slight reduction in the number of net additional permanent dwellings successfully completed from 503 in 2019/20 to 501 in 2020/21. In addition, there are over 1,000 homes still under construction and over 2,500 new homes that have planning consent but construction has yet to start. Covid-19 may have slowed down progress on these which could impact completions over the next few years.

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

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

There has been an increase in the number of referrals received during the pandemic. Households in TA increased from 355 households at the end of Q3 to 414 households at the end of Q4 representing a 16.5% increase in 3 months. Although there has been a freeze on evictions through the courts, there has been a significant number of referrals of single homeless households in response the governments 'get everyone in' campaign during the COVID-19 pandemic.

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

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

There has been an increase in the number of service requests that took 90 or more days to close, from 144 in Q3 to 301 in Q4. During Covid-19 there has been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. During lockdowns home visits could not be carried out therefore many of these cases remain pending whilst we wait being able to carry out visits again. Officers were only able to progress cases where they can be dealt with remotely or where residents have provided us with useful information/evidence. Work has resumed installing noise recorders to monitor and close cases where necessary. Officers are now able to carry out visits to properly assess cases, action and close as necessary.

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

The RAG status remains **Red**

Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for March of 8.9% comprises of 8,450 people of which 1,250 aged 16-24 (11.6%) and 2,135 aged 50+ (9.3%). The rate remains above the national and South East of England

average and is the 6th highest rate for 16-64 out of the 63 largest cities and towns.

Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Since end of March, 5,630 more people in Slough are claiming benefits due to unemployment which includes an additional 855 young people (16-24) and 1,425 older people (50+). At the end of Feb, 13,200 claims from the Coronavirus Job Retention Scheme ('on furlough') and 7,200 claims totalling £18.2m for Self-Employment Income Support Scheme (SEISS).

The Council has been distributing the government grants to businesses with the support of partner organisations such as Slough BID, Queensmere Observatory Shopping Centre, Thames Valley Berkshire Local Economic Partnership and Berkshire Business Growth Hub. The Council was allocated £132,636 of ERDF funding under the Reopening High Streets Safely Fund in 2020, and a further £132,636 for its successor the Welcome Back Fund. An action plan is being designed and implemented at present. This may look to spread the benefits to Langley and the Farnham Road as part of the economic recovery for the Borough's high streets and town centre. This funding aims to help councils and businesses to welcome shoppers, diners and visitors back safely.

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

Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income as the Council chose to suspend recovery action for a good part of the year in order to support our businesses.

At the end of quarter 4 we achieved a business collection rate of 90.0% of the expected in-year total, collecting £68.4m. The collection rate is 5.8% below the same time last year. The net collectable debit is much lower due to the large amount of

relief's that have been applied due to Covid-19; nearly £31m in relief's given in 2020-21.

Due to ongoing Covid-19 challenges many of the businesses for whom we have agreed to defer instalments or spread the instalments have struggled to make the payments before the end of the financial year. We fully expect that there will be a similar situation in 2021-22 but will be working with the businesses to help them make the payments.

Business rate collection is a priority, but we need to be aware that many businesses are struggling and may need a great deal of time to recover to a situation where they are able to pay accumulated business rates or they may not survive.

- **Council tax in year collection**

Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for council tax in year collection rates as the Council chose to suspend recovery action for a good part of the year in order to support our residents.

At the end of quarter 4 we achieved a council tax collection rate of 92.7% of the expected in-year total, collecting £66.1m. The collection rate is 3.4% below the same time last year mainly due to the impact of Covid on the income of our residents as many were furloughed or lost work during this time.

Recovery activity restarted in November, taking into consideration the circumstances of our residents, many of the debts have extended payment arrangements to support our residents and it may take some time for many of residents to be able to clear these arrears. We will continue to collect this debt while being firm but fair in our collection methods and identifying vulnerabilities, as necessary.

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

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

10.7 ↓

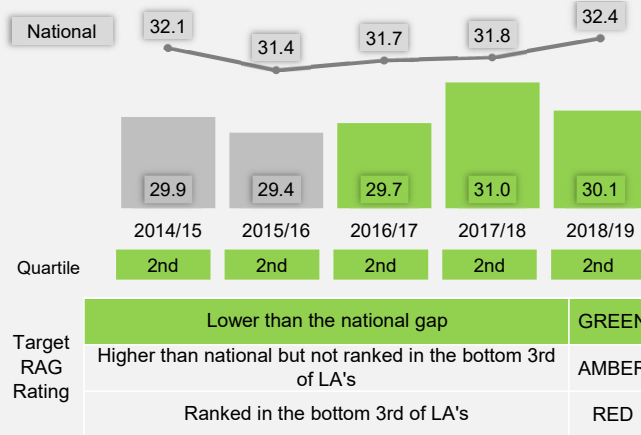


There were 96 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 48 families. 7 children became subject to a CPP for the second or subsequent time within 2 years. This relates to 5 families. There were 11 children (11.5%) that became subject to a CPP for the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

All decisions in relation to children's protection are appropriate. During Q3 7 children became subject to a Child Protection Plan for the second or subsequent time within two years. Looking at this over the last 12 months this involves 17 children out of 408 (4.2%). When compared in 2020-21 Q2, with LAs within the South East (25%) including statistical neighbours (12%) Slough is not an outlier.

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

30.1 ↑



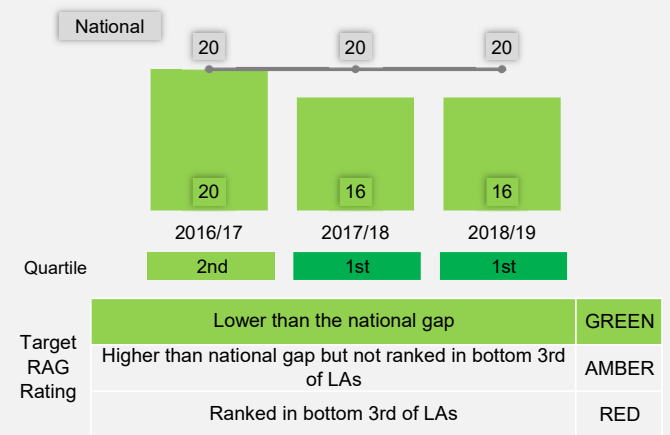
Measured once a year, derived from teacher assessments.

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

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

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

16 ↔



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

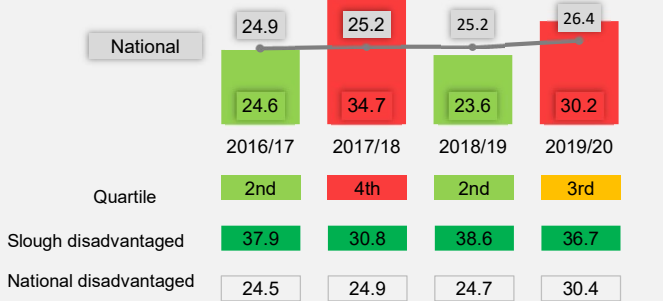
Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

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

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

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

30.2 ↓



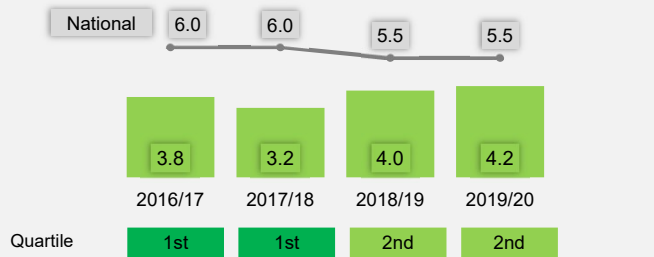
Target RAG Rating	Lower than the national gap	GREEN
	Higher than national gap but not ranked in bottom 3rd of LAs	AMBER
	Ranked in bottom 3rd of LAs	RED

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

Page 32

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

4.2 ↓



Target RAG Rating	5% or lower	GREEN
	Higher than 5% but below or equal to national	AMBER
	Above national average	RED

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

6. Young people's happiness

TBC

Quartile

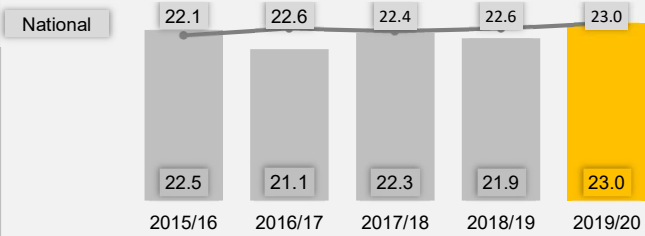
Target RAG Rating	TBC	AMBER
	TBC	AMBER
	TBC	RED

New indicator yet to be established. Initial discussions have commenced with the lead for Children & Families and Communities and Leisure.

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

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

23.0 ↓



Children measured	2015/16	2016/17	2017/18	2018/19	2019/20
	2546	2511	2334	2314	2235

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

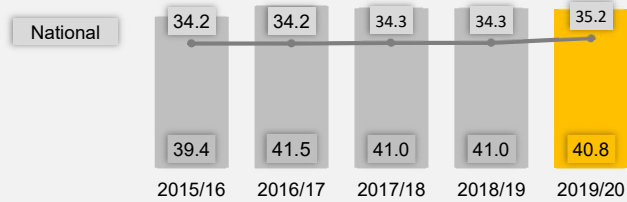
Child weight is measured annually in the Government's National Child Measurement Programme (NCMP). It covers children in Reception (aged 4-5 years) in mainstream state-maintained schools in England.

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

Page 33

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

40.8 ↑



Children measured	2015/16	2016/17	2017/18	2018/19	2019/20
	1931	2090	2251	2392	2390

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

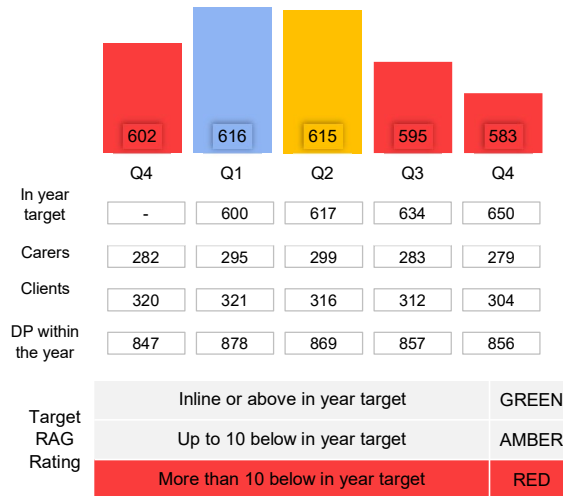
Child weight is measured annually in the Government's National Child Measurement Programme (NCMP). It covers children in Year 6 (aged 10-11 years) in mainstream state-maintained schools in England.

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

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

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

583 ↓



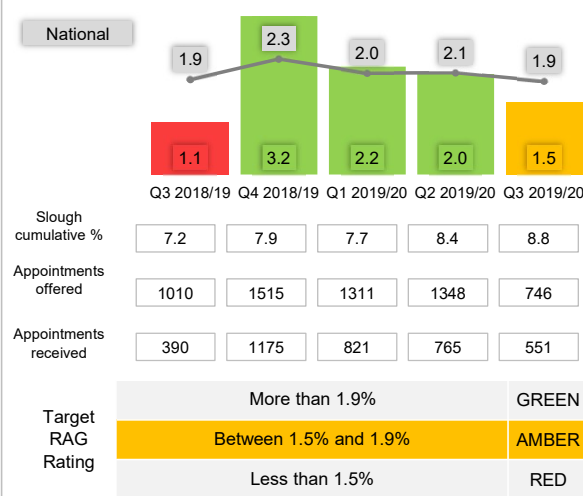
Direct Payments (DP's) are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

There has been a reduction in the number of adults managing their care and support via a direct payment from 595 in Q3 to 583 in Q4 and as such this remains below the in-year target of 650. This is mainly down to pressures to the pandemic response. Referrals for new direct payments reduced dramatically during 2020, with only 80 being received into the PPBT compared to 145 the previous year. This is mainly down to pressures to the pandemic response. Direct Payment Officers often assisted their colleagues in the Purchasing function taking them away from their direct payment duties. They were also unable to carry out face to face visits which gives service users more confidence in asking questions, exploring DPs and taking up the DP offer when able to meet someone from the team rather than through telephone communications.

Despite the challenges in 2020-21 and a reduction in the snap shot figures, the overall number of people opting to take a direct payment within the year increased from 847 in Q4 2019/20 to 856 in Q4 2020/21. Improvement measures are underway to reach target for 2021-22. We continue to make direct payments easier to manage using pre-payment card, managed direct payment accounts and providing in-house support for the recruitment of Personal Assistants.

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

1.5 ↓



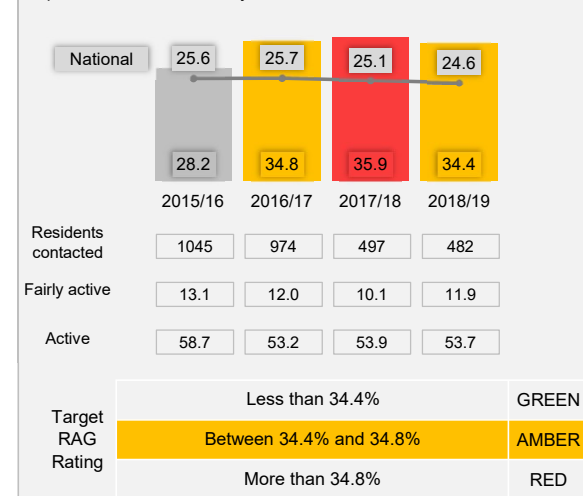
The national aspiration is to offer an NHS Health Check once every five years to all eligible people age 40-74. This aspiration is translated into targets – to offer 20% of the eligible population a health check every year, and at least 50% of those offered to actually receive a check (with an expectation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

The NHS Health Check appointments received figures for Q1 to Q3 2019/20 have been revised and are now consistent with the locally monitored data. Q3 2019/20 shows a general dip in activities due to competing priorities (e.g. flu season and normal winter pressures).

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

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

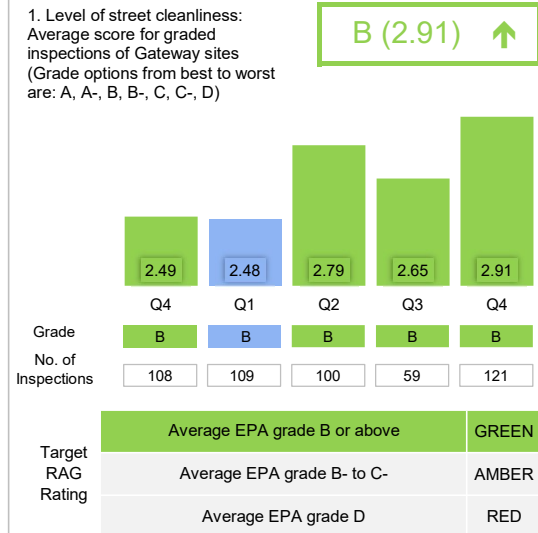
34.4 ↑



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

The next annual update is delayed due to Covid-19.

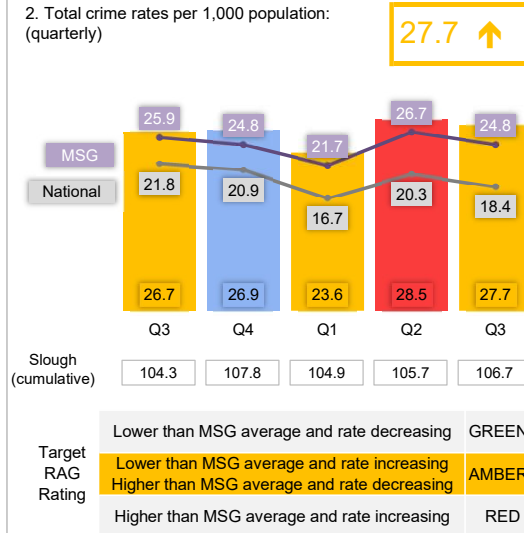
Outcome 3: Slough will be an attractive place where people choose to live, work and stay



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

During quarter 4 we saw an increase in the number of inspections carried out as well as an improvement in the average inspection score of 2.91 and the average grade remaining at a grade B.

A reduction in staff COVID absences enabled a full service to be deployed across the board. As a result we had the manpower to keep on top of litter within the Borough.

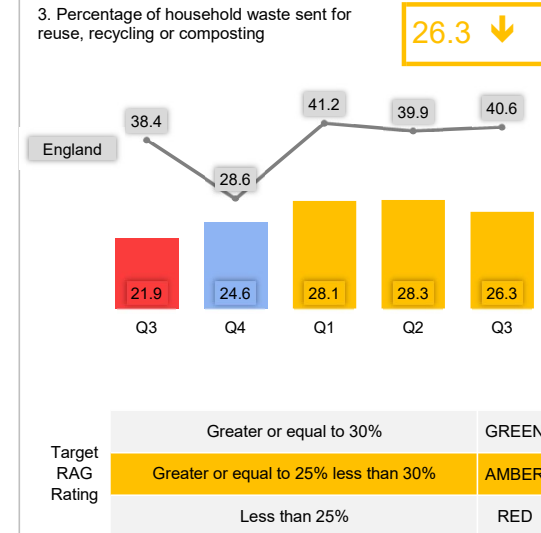


The crime rate is based on reported crime to the police, and while we monitor this, we are not in control of it and can only influence partners such as the police and other enforcement agencies.

Despite school closures as a result of the pandemic, the programme has been accessed by almost 3,000 young people in years 5 and 6 during the 2020/21 financial year (18 primary schools). As a result of the programme, teachers have reported increased engagement and positive behaviour change from young people, improved communication between peers and with staff, and improved problem solving and critical thinking skills. The programme is centred on prevention, with the long term anticipated societal impact of reduced criminality, including violence and knife crime.

Domestic abuse training was delivered virtually to over 110 professionals from organisations including the Children's Trust, Thames Valley Police, GPs, Slough Borough Council staff, and child minders. Training included an overview of the different forms of domestic abuse, including coercive control and stalking, risk assessment processes, and available support. The Slough domestic abuse service has supported over 1000 victims in the 20/21 FY, through the provision of advocacy, safety planning, and outreach. The local domestic abuse service was successful in securing additional funding following the first lockdown to increase the support offer to local residents.

At the end of 2020, Slough became one of 2 local authority areas in the country to be involved in a pilot project to explore how mandatory licensing of car washes could work, in efforts to reduce the potential for worker exploitation. The project is ongoing and being delivered in partnership with the Gangmasters and Labour Abuse Authority (GLAA), and the Responsible Car Wash Scheme (RCWS). Slough Borough Council is currently in the process of developing a modern slavery / transparency in supply chain statement to reduce the risk of modern slavery and exploitation within its supply chain, including commissioned and procured services.



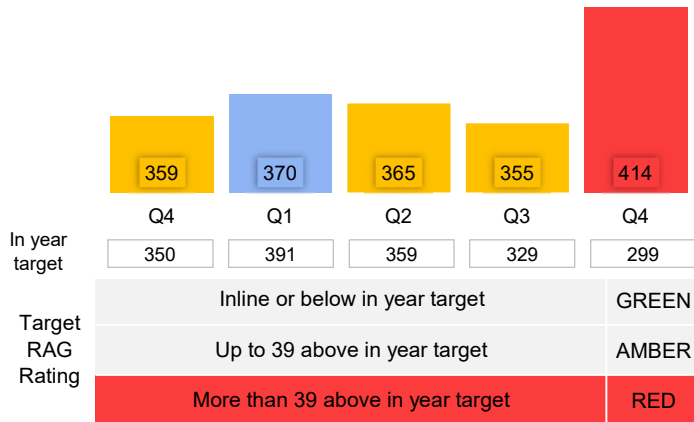
There has been a 2.0% reduction in the overall recycling rate from 28.3% in Q2 to 26.3% in Q3 however we saw a 4.4% improvement from last year of 21.9%.

As expected during the winter period, there was a decrease in garden waste from 930 tonnes in Q2 to 886 tonnes in Q3. Waste tonnage remained consistent over the periods and mixed dry recycling tonnage maintained improved levels in comparison to the previous financial year.

Outcome 4: Our residents will live in good quality homes

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

414 ↓

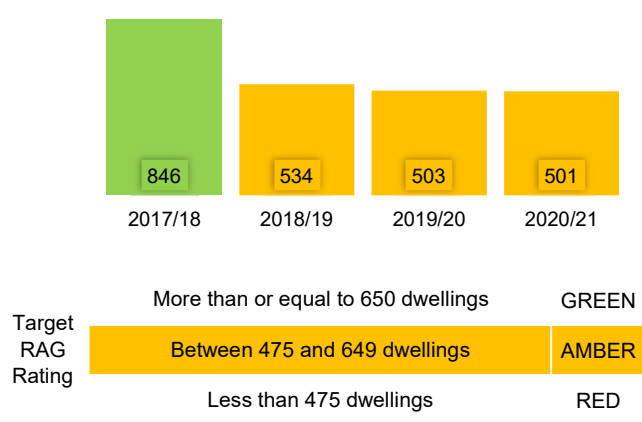


The number of households in temporary accommodation is dependent on the number of homeless approaches, number of households that are placed under the new Homelessness Reduction Act 'Relief' duty, the time it takes for a homeless decision to be made, the number of cases that are 'Agreed' the full housing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

There has been an increase in the number of referrals received during the pandemic. Households in TA increased from 355 households at the end of Q3 to 414 households at the end of Q4 representing a 16.5% increase in 3 months. Although there has been a freeze on evictions through the courts, there has been a significant number of referrals of single homeless households in response to the government's 'get everyone in' campaign during the COVID-19 pandemic.

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

501 ↓

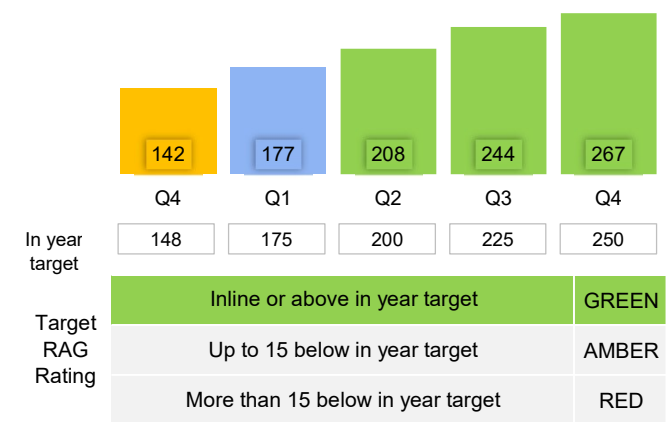


Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

501 net additional permanent dwellings successfully completed during 2020/21. In addition, there are over 1,000 homes still under construction and over 2,500 new homes that have planning consent but construction has yet to start. Covid-19 may have slowed down progress on these which could impact completions over the next few years.

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

267 ↑



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

The enforcement of the requirement for all HMOs to be licenced requires proactive, unannounced visits to properties with unknown occupants so naturally the housing regulation team's activity in this area has been severely restricted by the Covid lockdown which began in early January. None the less we have managed to steadily increase the number of mandatory licenced HMOs by writing to landlords and reminding them of the requirement to licence.

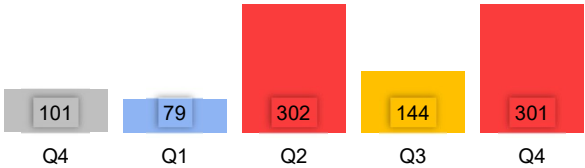
We have initiated prosecution proceedings against one landlord that failed to licence their property; though those proceedings are yet to be concluded. We have also issued financial penalties to another two landlords for failing to licence their properties.

As restrictions are now being eased and officers that are currently shielding move closer to returning to work it is anticipated that there will be a significant increase in the number of licence applications in 2021/22 as the officers begin to accelerate their enforcement activity.

Outcome 4: Our residents will live in good quality homes

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

301 ↓



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

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

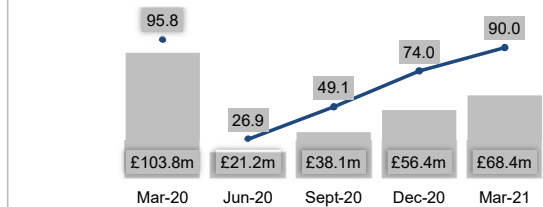
The enforcement team continues to work closely with our external partners such as the Police, the Home Office, waste & environment, street cleansing, along with other contractor's housing associations, private service providers in order to maintain efficiencies and enhance the quality of services within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

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

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

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

£68.4m
90.0%



In year profile target	-	-	-	-	-
Diff from target	-	-	-	-	-

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

Business rates are collected throughout the year; hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income as the Council chose to suspend recovery action for a good part of the year in order to support our businesses.

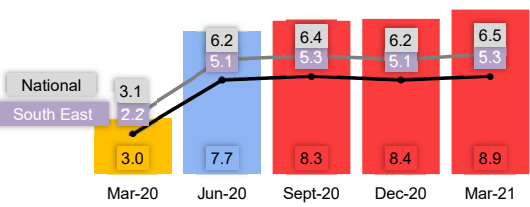
At the end of quarter 4 we achieved a business collection rate of 90.0% of the expected in-year total, collecting £68.4m. The collection rate is 5.8% below the same time last year. The net collectable debit is much lower due to the large amount of relief's that have been applied due to Covid-19; nearly £31m in relief's given in 2020-21.

Due to ongoing Covid-19 challenges many of the businesses for whom we have agreed to defer instalments or spread the instalments have struggled to make the payments before the end of the financial year. We fully expect that there will be a similar situation in 2021-22 but will be working with the businesses to help them make the payments.

Business rate collection is a priority, but we need to be aware that many businesses are struggling and may need a great deal of time to recover to a situation where they are able to pay accumulated business rates or they may not survive.

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

8.9 ↓



No. of residents	2820	7320	7910	8000	8450
------------------	------	------	------	------	------

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

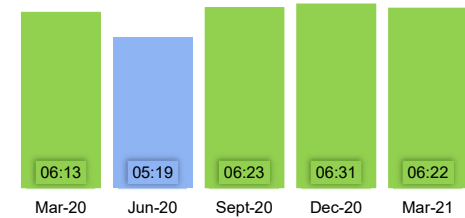
Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for March of 8.9% comprises of 8,450 people of which 1,250 aged 16-24 (11.6%) and 2,135 aged 50+ (9.3%). The rate remains above the national and South East of England average and is the 6th highest rate for 16-64 out of the 63 largest cities and towns.

Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Since end of March, 5,630 more people in Slough are claiming benefits due to unemployment which includes an additional 855 young people (16-24) and 1,425 older people (50+). At the end of Feb, 13,200 claims from the Coronavirus Job Retention Scheme ('on furlough') and 7,200 claims totalling £18.2m for Self-Employment Income Support Scheme (SEISS).

The Council has been distributing the government grants to businesses with the support of partner organisations such as Slough BID, Queensmere Observatory Shopping Centre, Thames Valley Berkshire Local Economic Partnership and Berkshire Business Growth Hub. The Council was allocated £132,636 of ERDF funding under the Reopening High Streets Safely Fund in 2020, and a further £132,636 for its successor the Welcome Back Fund. An action plan is being designed and implemented at present. This may look to spread the benefits to Langley and the Farnham Road as part of the economic recovery for the Borough's high streets and town centre. This funding aims to help councils and businesses to welcome shoppers, diners and visitors back safely. A full range of business support measures have been made available to local businesses. Thames Valley Berkshire Local Economic Partnership also launched the Berkshire Opportunities portal (<https://www.berkshireopportunities.co.uk/>) advertising local job opportunities in one place including the government's Kickstart Scheme that aims to create high quality six-month job placements for 16-24 year olds who are at risk of long term unemployment.

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

6m 22s ↑

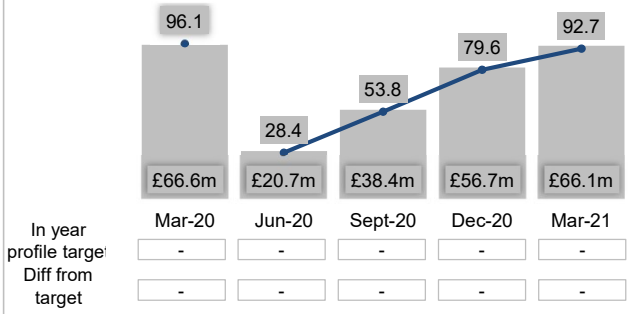


Target RAG Rating	Under 10 mins	GREEN
	Between 10-13 mins	AMBER
	Over 13 mins	RED

The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Mar-21 was 6 minutes 22 seconds. This is an improvement from the previous quarter (at the end of Dec-20) of 6 minutes 31 seconds.

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

£66.1m
92.7% ↓



In year profile target	-	-	-	-	-
Diff from target	-	-	-	-	-
Target RAG Rating	Inline or above the profiled target		GREEN		
	Up to 0.5% below the profiled target		AMBER		
	More than 0.5% below the profiled target		RED		

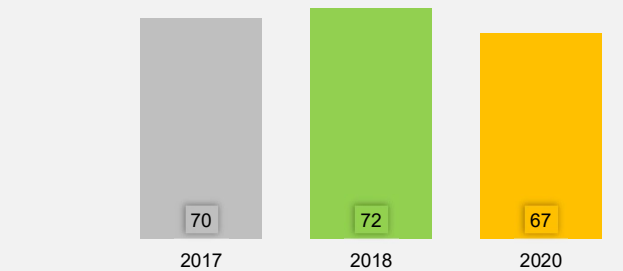
Council tax is collected throughout the year, hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for council tax in year collection rates as the Council chose to suspend recovery action for a good part of the year in order to support our residents.

At the end of quarter 4 we achieved a council tax collection rate of 92.7% of the expected in-year total, collecting £66.1m. The collection rate is 3.4% below the same time last year mainly due to the impact of Covid on the income of our residents as many were furloughed or lost work during this time.

Recovery activity restarted in November, taking into consideration the circumstances of our residents, many of the debts have extended payment arrangements to support our residents and it may take sometime for many of residents to be able to clear these arrears. We will continue to collect this debt while being firm but fair in our collection methods and identifying vulnerabilities as necessary.

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

67% ↓



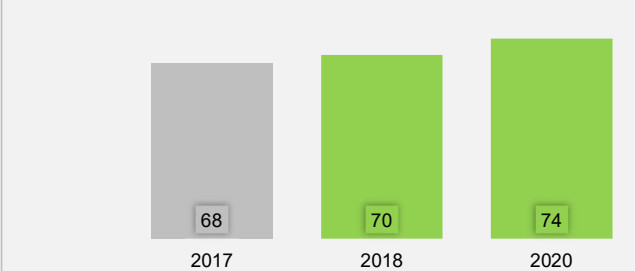
Target RAG Rating	Greater or equal to 72%	GREEN
	Greater or equal to 60% less than 72%	AMBER
	Less than 60%	RED

Based on the 2020 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

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

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

74% ↑



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

Based on the 2020 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council, the extent to which staff feel personally involved in the success of the council and are motivated in their work. The survey results serve to highlight successes and identify areas for improvement.

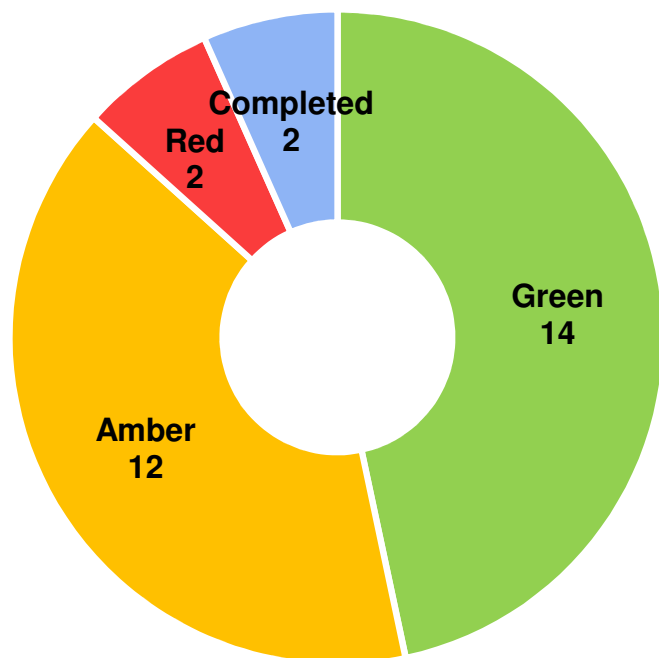
The next annual update is due at the end of quarter 3 in 2021/22.

Project Portfolio

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

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

Project Portfolio: Overall Status



Page 40

At the end of Quarter 4 there were 28 live projects on the portfolio, graded as follows:

	Gold	Silver	Bronze	Total
Qtr-1	10	7	9	26
Qtr-2	10	7	9	26
Qtr-3	11	6	9	26
Qtr-3	12	9	7	28

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

Across all projects on the portfolio, 50% were rated overall as **Green** (14 projects), 43% were rated overall as **Amber** (12 projects) and 7% were rated overall as **Red** (2 projects).

Two projects completed this quarter:

- Slough Academy Phases 2 and 3
- Corporate Grip and Governance (Our Futures).

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

- Fleet Challenge
- Capita One Hosting Education Module

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

Further details on the status of Gold projects (the most important ones) at end of Quarter 4 are set out below.

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

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Grove Academy	Green ↔	Green ↔	Green ↑	Green ↑	Furniture delivery and installation progressed. Final fit-out is ongoing for the Council Access Point (CAP). Key worker children have been using the school since the start of January, further pupils started back in March.
Slough Urban Renewal	Amber ↔	Green ↔	Amber ↔	Amber ↔	SUR projects are progressing and works continuing on site in line with social distancing criteria. Trelawney Avenue Hub - Planning approval obtained for a 3-storey Council Access Point with 4 flats, sheltered accommodation block and associated parking.
Major Highways Schemes	Amber ↔	Green ↔	Amber ↔	Amber ↔	Works progressing on major schemes including London Road, the Sutton Lane Junction and the Park & Ride scheme. High Street, Langley is a new scheme on the programme and has 3 phases.
Central Hotels Project	Green ↔	Green ↔	Green ↑	Green ↔	Practical Completion Certificate produced for Hotel & Resident Inn.
Cemetery Extension	Amber ↑	Green ↔	Amber ↑	Amber ↑	Works are being completed including to footpaths, steps and ramps. Planting of hedges has commenced.
Future Delivery of Children's Services	Amber ↔	Amber ↔	Amber ↔	Amber ↔	Project has completed necessary Legal, HR and Governance work. Report to Cabinet on 15 th March was approved
Regional adoption agency	Amber ↔	Green ↔	Amber ↔	Amber ↔	The recommendations/proposed actions from the Cabinet report have been approved.

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
North West Quadrant	Green ↔	Green ↔	Green ↔	Green ↔	Interim NWQ LLP Board Meeting held on 18 February. Draft Business Plan approved and associated investment subject to parental authority. Draft significant decision form circulated for consideration on 19 February including CMT update report.
Akzo Nobel	Green ↔	Green ↔	Green ↔	Green ↔	The Council secured authority from Cabinet on the 18 May 2020 to negotiate with the site owner, Panattoni, to secure the site. Cabinet Report for decision for purchase held on 18 January.
Building Compliance	Green ↔	Green ↔	Green ↔	Green ↔	Overall there continues to be positive improvements in most areas. CMT report now incorporates a 'percentage of compliance score with a RAG rating' based on the data provided in the monthly returns. Compliance data has been received from October 2020 onwards to allow SBC to monitor trends and analyse the level of compliance across its portfolio of assets. A review of the RSM Phase 1-4 actions is currently on hold until the new structure is in place. Statutory compliance checks are still being undertaken by contractors with priority based on the level of risk.
Local Plan	Green ↔	Green ↔	Amber ↓	Amber ↓	Summary report on consultation issued to the Planning Committee. Agreement and outline shared with the Local Plan Project Board.
Financial resilience	Amber ↔	Green ↔	Green ↔	Green ↔	MTFS, Budget, Capital Strategy and Treasury Management strategy went to Cabinet on 22 February and to full council on 8 March.

Background Papers:

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

Key achievements this quarter:

SUR (Nova House)

Revised planning amendment completed.

Key issues to be aware of:

Fleet Challenge

Works to install the new charging stations at 25 Windsor Road delayed as the installation of the power supply has not yet been completed by the District Network Operator SSE.

Capita One Hosting - Education Modules

Project is on hold due to IT infrastructure.

Performance Indicator Key

Direction of travel

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

↑	↔	↓
Performance improved	Performance remained the same	Performance declined

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

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

Page 44

Performance against target

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

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

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

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

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

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

Glossary

Outcome 1

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

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

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

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

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

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

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

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

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

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

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

6. Young people's happiness

New indicator added which is to be established.

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

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

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

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

Outcome 2

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

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

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

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

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

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

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

Outcome 3

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

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

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

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

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

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

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

Ts = total number of sites surveyed for each element

Grades are:

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

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

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

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

This metric calculates the percentage of household waste sent by the authority for reuse, recycling, composting or anaerobic digestion.

The numerator is the total tonnage of household waste collected which is sent for reuse, recycling, composting or anaerobic digestion.

The denominator is the total tonnage of household waste collected. 'Household waste' means those types of waste which are to be treated as household waste for the purposes of Part II of the Environmental Protection Act 1990 by reason of the provisions of the Controlled Waste Regulations 1992.

Outcome 4

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

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

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

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

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

Measure is a count of total licenced mandatory HMO properties at the end of the quarter. A HMO is a rented property which consists of three or more occupants, forming two or more households where there is some sharing of amenities or where the units of accommodation lack amenities, such as bathrooms, kitchens or toilets. All HMOs with five or more tenants, forming more than one household, must have a

council granted HMO licence, regardless of the height of the building (<http://www.slough.gov.uk/business/licences-and-permits/property-licensing.aspx>).

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

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

Outcome 5

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

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

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

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

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

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

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

Corporate Health

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

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

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

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

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

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

This page is intentionally left blank

Slough Borough Council

Appendix B:

Manifesto Commitments 2020/21

2020/21 – Quarter 4

(January to March 2021)

**Business Insight
Strategy & Improvement**

	Manifesto Pledge	Date for delivery	Actions taken	RAG
1	We will deliver a new public transport vision for Slough, including a public transport corridor for the town centre and a new pedestrian bridge link to connect communities north of the railway with the High Street area	Feb 2019 January 2021 2021	<p>Stage 1 of the transport vision has been completed and approved by Cabinet.</p> <p>Stage 2 has been commissioned and is now supporting the Regen Framework objectives. Strategic Transport Infrastructure Plan (STIP) approved by Cabinet February 2021 with the concept of the STIP adopted as the long term plan for Transport Infrastructure. Stakeholder consultation to proceed.</p> <p>Stage 3 will look at the detail, where the corridors will start and end together with the impacts and mitigation requirements. This task has been delayed due to changes from Bucks CC meeting scheduled for Feb with the DfT. No change due to WRLtH being delayed due to funding.</p>	GREEN ↔
2	We will complete construction of phase 2 of the Mass Rapid Transit Bus Scheme (MRT), connecting the town centre to Heathrow, and develop a 'Park and Ride' solution near Junction 5 of the M4	Summer 2020 2021	<p>MRT phase 2: Construction commenced in 2020 and in progress.</p> <p>Park and Ride: Land acquisition / CPO – in progress. Hand-over of site expected from Highways England in June 2022 however the land ownership issue still to be resolved.</p> <p>Project may re-configure in line with a wider project involving the Grundon site redevelopment.</p>	AMBER ↔
3	We will work with operators to keep bus fares low, and prioritise 'end to end routes', with additional green vehicles and bus lane enforcement	Aug 2019 May 2019 Jun 2019	<p>Manifesto Pledge has been met.</p> <p>In discussions with Reading Bus to deliver a free electric bus pilot for the Colnbrook area and Langley area. Pilot started on 4th November 2019.</p> <p>Free pilot for MRT users completed and usage supplied to Leaders office. Bus Lane enforcement is underway.</p>	✓

4	We will upgrade the council's fleet to electric/hybrid vehicles to reduce air pollution	<p>Between Q2-Q4 2019/20</p> <p>Q4 2020/21</p>	<p>Tenders back for supported service 4 and 6 includes minimum standard of EuroVI. This has been completed and is now running. Electric and Gas powered buses with Heathrow on routes 7 and 703. Tendered bus services for route 4 and 6 now using a minimum standard of Euro VI.</p> <p>We currently operate 11 EVs across the Council Fleet. A procurement business case was approved in 2019 to replace and expand the EV staff pool, EV community fleet and other Council fleet over three phases (2020, 2021 and 2022) in order to significantly reduce emissions from our staff 'grey fleet' and existing Council operational fleet.</p> <p>We intended to procure additional EV pool and community cars in Q2 20/21. The tender has been halted, due to majority of staff working from home as a result of Covid pandemic and also due to the structural works being undertaken to Herschel Car park (where the EV fleet will be located). There has also been delays in installing the power connection to the workplace Electric Vehicle Charging Points (EVCPs) due to the OH car park currently being used a 'contractors compound'.</p> <p>In Q3 20/21 the Councils Carbon Management Plan was approved by Full Council and has committed the Council to operate to net zero carbon emission 'carbon neutrality' by 2030.</p> <p>Actions proposed:</p> <ul style="list-style-type: none"> • Power connection works to the EVCPs are due to be completed Q4 20/21. • First phase tender of EVs in Q1 21/22 will be linked to the Council Recovery Plan/Carbon Management Plan and gradual staff return to the office. • A zero carbon fleet replacement plan including DSO fleet will be developed in 2021 to meet the Councils carbon management and low emission obligations. 	<p>AMBER</p> <p>↓</p>
---	---	--	---	-----------------------

5	We will open 4 new bike docking racks - in Langley, Colnbrook, Manor Park and Cippenham - and purchase 20 new bikes	Q4 2020/21	<p>E-scooters are available across the borough, except Colnbrook, and these appear to have replaced some of the cycle hire journeys. While E-scooter usage levels remain consistently high, cycle hire use has diminished despite one spike in September as lockdown was eased. Numbers riding since then have been disappointing. Work is being undertaken to review the entire cycle hire asset which requires updating and is currently subsidised by a grant fund. It is likely that the scheme expansion will not take place but the scheme will be reduced in size to continue to support commuter journeys between Burnham, Langley and Slough stations and Segro/ Windsor Road.</p> <p>New bikes have not been purchased, as funds will be committed to introducing electric bikes to the fleet to test if this is more attractive to users.</p>	GREEN ↔
6	We will spend £2 million on improving highways and pavements and ensure Slough remains recognised as a national leader in repairing potholes	Ongoing	<p>Manifesto Pledge has been met Potholes, defects picked up daily via inspections and complaints, works orders raised. Resurfacing scheme completed, currently working on the reserve list to be delivered by end of March 2021.</p>	✓

	Manifesto Pledge	Date for delivery	Actions taken	RAG
7	We will open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards	Aug / Sep 2019	<p>Manifesto Pledge has been met Tender awarded to the Great Outdoor Gym Company. All gyms now installed and open/in use.</p>	✓
8	We will work with partners to expand our popular free 'community work outs' to more locations across Slough	Ongoing throughout 2019/20	<p>Manifesto Pledge has been met This is still an offer and more instructors are being trained to facilitate sessions, through the Great Outdoor Gym Company, Everyone Active and community activators.</p>	✓

9	We will identify and replace all public trees lost as a result of last summer's drought and promote wildlife-friendly planting schemes to offer habitats for butterflies, birds and bees	Ongoing First tranche Oct-19 to Mar-20	Manifesto Pledge has been met Tree audit complete and details fed into the Urban Tree Challenge bid. Awaiting the outcome of the bid, this should be confirmed in early October. Funding for tree replacements outside of the Urban Tree Challenge initiative have been confirmed and new planting before end of March 2020.	✓
10	We will begin work on a major environmental urban wetland project in Salt Hill Park	Mar 2020	Manifesto Pledge has been met Salt Hill stream works. Planning consent gained and contract for works awarded. Works planned to commence on 7th October, and to be completed by March 2020. Official Open Day 12 th March 2020	✓
11	We will open a new allotment at Moray Drive, continue to improve our existing allotments and support 'community growing' projects	Sep 2019	Manifesto Pledge has been met Allotment complete and plots ready to let. Capital Improvement works to allotments completed.	✓
12	We will Introduce more regular intensive cleaning of the town centre and hotspot areas, and develop a reporting app for residents to report fly-tipping incidents	Nov 2019	Manifesto Pledge has been met Our planned litter picking and sweeping of the High Street continues to deliver a sound core service between 06:00 and 19:00. This resource calls on response teams to deal with out of the ordinary issues. A cloud based App has been developed to report fly-tipping, street cleaning standards and grounds maintenance issues. It will be launched on our new website.	✓
13	We will do more to make our neighbourhoods strong, healthy and attractive with 3 initial projects in Foxborough, Chalvey and Langley Kedermister	Ongoing	Following the adoption of the Strong, Healthy and Attractive Neighbourhoods approach by the Wellbeing Board, the Chalvey plan is being implemented. The Wellbeing Board also adopted the model to be rolled out across Slough, as part of the Localities Agenda. Britwell and Colnbook needs analysis work to commence from April 2021. Work on Foxborough and Langley Kedermister to commence nearer to the time of the hub opening.	GREEN ↔

	Manifesto Pledge	Date for delivery	Actions taken	RAG
14	We will start the construction of 120 council and affordable homes, plan the development of over 250 more, and launch a key worker housing scheme	Mar 2020	Manifesto Pledge has been met On 12 development sites, there has been a handover of expected 20 new builds, but the Covid virus has delayed the development programme of a further 50 nearing completion. The award for phased demolition of Tower & Ashborne is in place. We acquired land at Langley college for the development of 100 new homes and procurement are actively supporting the tender process for construction vision of 263 homes.	✓
15	We will invest £8 million to provide additional decent, affordable rented homes in Slough	Mar 2020	Manifesto Pledge has been met We have delivered £8m investment for 2019/20 through programs for the improvement of health & safety compliance related works such as electrical systems and fire prevention that have accounted for 4468 differing actions to the end of march.	✓
16	We will bring forward proposals for a co-operative/tenant-led housing initiative to offer more choice and accountability for those in need of affordable rented housing	Jan 2020	Manifesto Pledge has been met The creation of a community led society via the DISH is with solicitors and progressing to registration which as a holding company is in place. We have taken a further step forward in the creation of DISH as a registered provider for profit and separately for not for profit as we have approached the regulatory body with a case for registration. We are advised by homes England process requirements is to create an interim a shadow board, which is being formed and led by the service lead for housing development & contracts.	✓
17	We will do more preventative work to tackle street homelessness, investing £250,000 in local homelessness initiatives	Mar 2020	Manifesto Pledge has been met The Rough Sleeper Outreach Team has been working steadily to improve the outcomes for rough sleepers. This year the official rough sleepers' count was 25, down on last year's figure of 27. This doesn't tell the whole picture. During the year, the number of rough sleepers on the streets fluctuated and they are never the same. At the end of the year, 46 rough sleepers were housed and Covid kicked in right at the end, which saw 78 rough sleepers accommodated temporarily.	✓

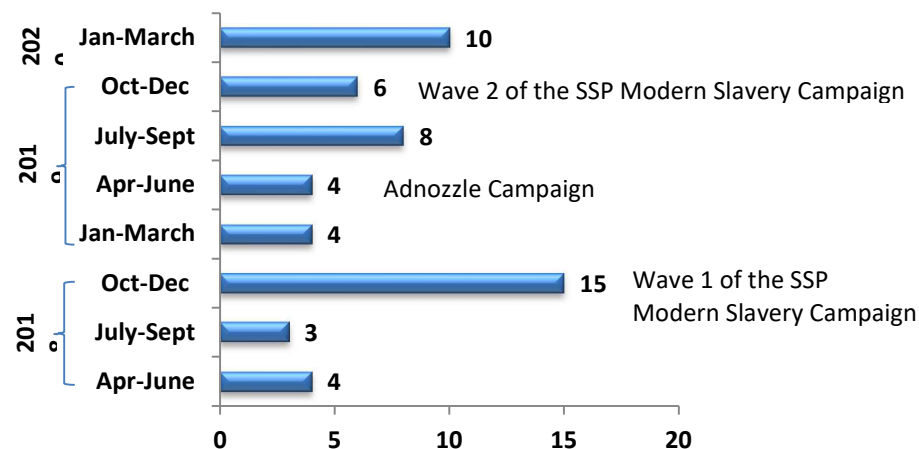
18	We will invest £4 million in repairs, modernisation, structural and environmental improvements to tenants' estates and homes, and pilot a new app that allows council tenants to see their repairs and account information in real time	Mar 2020	<p>Manifesto Pledge has been met</p> <p>The piloting of the new repairs app is ongoing. The take up is under review as Osborne seeks to introduce a new operating system, and there has been significant dialogue as focus on achieving fundamental customer care service.</p> <p>The environmental program is ongoing, and garages sites are either upgraded for modern parking or decommissioned for development. These are in progress and investment of £1m has been achieved and further progress is underway.</p> <p>The de-designated sites have had all asbestos surveys and removals with 5000 tasks complete. The low rise blocks have also been surveyed and tasks undertaken on the 491 sites. The sprinklers have been fitted in both high rise blocks and Broom & Poplar.</p>	✓
19	We will help establish and facilitate a private tenants' association to give private renters a voice	First meeting October 2019 Ongoing	<p>The first meeting took place on Tuesday 29 October 2019 at St Martin's Place. It was not well attended but we had presentations about general private sector conditions; a presentation about standards and what to expect from your landlord; a presentation from Shelter and on about retaining your tenancy. Unfortunately, the next meeting was planned for March 2020 but due to Covid-19 and social distancing, this meeting did not take place. Covid-19 has prevented further meetings taking place. Following the easing of restrictions it should be possible to progress this item in summer 2021.</p> <p>Liaising with our communications team about utilising social media to better engage with tenants to raise awareness of the legislation and licensing schemes in operation in Slough which are designed to provide tenants with greater protections.</p>	GREEN ↔

	Manifesto Pledge	Date for delivery	Actions taken	RAG
20	We will work with dentists and health partners to improve local children's oral health	Ongoing	<p>Early Years and Schools: Slough Healthy Smiles (our oral health team) has continued to engage with settings online. The team have produced information booklets and run training sessions that staff and families can access at their convenience. The Early Years Health and Well-being Kitemark accreditation for Slough was launched in January. This accreditation will support early years' settings to improve the health and wellbeing of children. The oral health needs of children and families is addressed in the oral health and nutrition criterion of the accreditation. To date, 21 early years settings and 4 schools have signed up to the accreditation. Public Health Slough and the SBC communications team have produced an oral health promotional video, with support from colleagues in Early Years' settings, schools and partners on the Oral Health Steering Group. The aim of the video is to improve the oral health of children in the borough, and involved many local families. Supervised tooth brushing remains suspended until risk assessments have been carried out in settings and schools, as advised by the oral health team.</p> <p>Slough Healthy Smiles (SHS): The Slough Healthy Smiles team have produced a training video aimed at special education settings. Assessments for the SHS scheme have continued online, and one more setting has achieved accreditation.</p> <p>Starting Well Programme: There has been no liaison with the local Dentists. Practices are now undertaking routine examinations, which had stopped due to the pandemic. NHS England no longer funds the Starting Well Programme, but a review will be made in the new financial year.</p>	GREEN ↔

21	We will become a disability-friendly town and improve mental health support services, to support more people and help them into sustainable employment	Q4 2020/21 & Ongoing	<p>We will continue to develop co-produced asset-based approaches and contribute to building more community resilience, which supports better mental and physical health. This will be further developed through the Recovery College network and in partnership with colleagues from SPACE consortium and the Well-Being social prescribing service. Co-produced asset-based development has gone from strength to strength, and received deserved accolades by Slough peer mentors and services being nationally recognised. Peer mentors have co-created and co-produced preventative approaches across town, including a development of training courses, action-researching the meaning of belongingness and preventing social isolation, working across town and council, participating in research by Oxford University and presenting at national conferences. Co-production has helped challenge the stigma around mental health and disability and provided an opportunity for service users to shape services in Slough. Our Slough mental health services are nationally recognised and awarded for reducing inequalities in mental health.</p> <p>Moreover, our BRAVE domestic abuse mental health service has expanded to co-produce BRAVE Ambassadors, who as BRAVE graduates support others and work on reducing stigma of domestic abuse issues. Our outstanding website capturing our asset-based approach www.EnablingTownSlough.com All who were involved in the development and design of this unique website felt empowered by this project. This has served to increase the accessibility of mental health services to the Slough population, with the website already having had 10,000 views this year. The Recovery College has begun to provide mental health psychoeducation to primary care services via the Managing Emotions Programme and the plan is to expand the primary care offer over the next financial year. The College intends to develop further links and partnerships to facilitate access to physical health education and activity.</p> <p>Our new supported rehabilitative service went live in April 2020, providing bespoke therapeutic support to people with SMI in Slough. This has already proved a success enabling several residents to step-down to more independent living. The focus has been on enabling environments, establishing an emphasis on co-produced services and promoting accessibility. Our carer support provision has worked closely with the ETS website to provide psychoeducational support groups to carers as well as individual support around signposting and building resilience.</p>	GREEN ↔
----	--	-------------------------------	--	------------

22	We will work with our residents, service users and partners to set up a network to jointly design future health and social care services	Ongoing	<p>Manifesto Pledge has been met The Network is becoming well established and has been involved in a number of initiatives. These include:</p> <ul style="list-style-type: none"> ➤ Working with Healthwatch to co-design a new framework for enter and view visits to Slough care homes. ➤ Developing a new floating support service and selecting a new provider. ➤ Providing comments and feedback on the draft Housing Strategy. ➤ Successfully bidding to use the Open Doors shop for a monthly community forum. ➤ Attending a number of forums and partnership boards. <p>The co-production network will be involved in a number of key commissioning projects over the coming months.</p>	✓
23	We will build on the success of the reinstated Slough Half Marathon by introducing a stand-alone family fun day around the new annual 5k run in Upton Court Park	Oct 2021	<p>The 5k and Half Marathon were cancelled in 2020 due to the Covid pandemic.</p> <p>A provider has been secured to deliver a half marathon in 2021 however this will still be subject to the pandemic status.</p> <p>The 5K remains on hold and will be reviewed at various stages during the coming year. Waiting for COVID restrictions to be lifted before any firm announcements about dates to be released.</p>	GREEN ↔
24	We will continue supporting the work of the Safer Slough Partnership; building on the success of their campaign against modern slavery and helping deliver the 'Choices' campaign to reach 2,000 people in 2019/20	Mar 2020 Autumn 2019	<p>Manifesto Pledge has been met In October 2019 we ran a 6 week campaign highlighting various forms of slavery and how it can affect children and adults. This campaign directed people to use the national Modern Slavery Helpline phone number as a single point of contact, and we hope to see a rise in call from Slough as people report their concerns. Data from the modern slavery helpline demonstrates that during October - December 2019, when wave 2 of the Safer Slough Partnership Modern Slavery campaign ran, 6 calls were received from Slough regarding concerns of modern slavery; following the campaign, between January-March 2020, 10 calls were received. Whilst we have not seen the same level of increase as was witnessed for wave 1 of the modern slavery campaign, calls to the modern slavery helpline</p>	✓

remain higher than they were prior to campaign work beginning in Oct 2018.



In total since the Choices programme started in Slough, over 7000 pupils have benefitted targeting drivers of vulnerability and supporting them to avoid gangs, sexual exploitation and radicalisation. From Q2-Q3, two primary schools dropped out of the programme. So, as of January 2020, there are 18 primary schools still delivering the year 5 and 6 programme and, in total, the programme will reach over 144 teachers trained and over 1,000 sessions for 3,280 pupils delivered this year. In a recent Ofsted inspection of Ryvers Primary School in Slough, the inspectors reported the “pupils feel safe in schools and learn how to manage risks. The ‘choices’ scheme helps pupils to consider the impact of their actions and how they can overcome peer pressure” (Ofsted, October 2019). The programme also being rolled out to 9 secondary schools which is completing design phase, with delivery starting this term.

Delivery of the school based Choices Programme has been somewhat impacted by the Covid-19 pandemic, as a result of schools being closed due to government lockdown restrictions.

The pandemic has provided a timely reminder of the skills young people need in this unpredictable and rapidly-changing world, such as informed decision-

		<p>making, creative problem solving, and, adaptability. All of these skills are core components in the delivery of the Choices Programme, but under present circumstances, to ensure the development of these skills remains a priority for all young people; resilience must be built into our educational systems. This must be done in a way that guarantees broad access for all to avoid a situation where the digital divide becomes more extreme.</p> <p>Current focus is centred on the development of a remote learning module and framework, which would support the choices programme being delivered virtually within the home environment. Delivery will focus initially on Year 6 owing to the transition to secondary school having been identified as a pivotal point within a young person's development. Remote delivery within the home environment would also better enable parents to engage with their children in topics explored within the programme, allowing learning to continue beyond the classroom environment.</p>	
--	--	--	--

25	We will tackle inequalities locally and work to improve health, life chances and opportunities for all our residents	Ongoing	<p>Work to address inequalities continues with our Covid BAME Pilot Project. There has been lot of concerted efforts to tackle COVID vaccine hesitancy through community engagement and training. More strategic approach is planned for the next quarter as we come out of lockdown.</p> <p>The community champions continue to be trained and supported through the fortnight virtual sessions. They have been instrumental in giving behaviour change messages to the community at the Lateral Flow Testing Sites.</p> <p>A number of resources around long term condition and Covid are accessible to the residents through the Public Health webpage www.publichealthslough.co.uk.</p> <p>A Vitamin D campaign was implemented to promote the importance of taking Vitamin D as more residents have been indoors during the lockdown. The campaign is especially important for people who are clinically vulnerable to coronavirus, for pregnant women, young children and residents with dark skin.</p> <p>'Health & Wellbeing Slough' which covers our key prevention programmes, including stop smoking, weight management, falls prevention, NHS health checks, behaviour change, brief alcohol interventions and oral health, continues to provide services online and by telephone.</p> <p>We have reinstated the NHS Health checks and Long Acting Contraception services which had been impacted due to COVID.</p>	<p>GREEN ↔</p>
----	--	---------	---	--------------------

	Manifesto Pledge	Date for delivery	Actions taken	RAG
26	We will invest £3 million and bring our IT service in-house; to ensure better outcomes in our customer services, more resident-friendly communication channels and faster response times for service requests	IT Insourcing due 31 Oct 2019 Investment Projects – to be decided in conjunction with Transformation - ongoing	<p>Arvato contract exit completed in November 2019.</p> <p>To support the transfer a number of contingencies have been put in place to support customer services provision:</p> <ul style="list-style-type: none"> • The call centre telephony solution was initially a 1 year contract. This was extended for a further year until July 2021. Work is in progress scoping requirements of the telephony contract. This work will be now led by Customer Services. • An extension to the current CRM solution has been commissioned to ensure continuity of service. Interim digital resources have been approved to take over the digital work stream from our third-party suppliers looking at this in two phases: <ul style="list-style-type: none"> • Stage one: Review current CRM, identifying the components being used and the time and cost to the council. • Stage two: Review Jadu CXM as possible replacement. • Data mapping and development work is ongoing as per business need but have multiple reports that have helped provide insight to service development relating: <ul style="list-style-type: none"> • LMP Decant, • Web site traffic, • UC claimants in Slough, • Top Debtors in Slough – currently being updated to include more services : ASC / Parking • Event management - and bonfire ticket sales • Hubs and ward profiles • Census Data support • Service request insight made through Customer Services • All reports have been shared with the data insight team who will now lead on this. • The customer insight tool, Policy in Practice, to help identify households 	GREEN ↔

at risk of financial crisis is being implemented in collaboration with ICT and revenues and benefits. Data from our benefits team added to the tool with the first dashboard ready for early May.

- Observatory House is fully kitted out and staff (subject to covid risk assessment) can work on desk areas. The trust moved into OH in January 2021 and the ground floor is currently under fit out to create a public meeting space.
- To date approximately 1,200 smart phones have been rolled out to members and staff.
- A comprehensive IT Health Check was conducted over the summer of 2020. The IT Health Check findings and remediation's are ongoing and planning with the IT Technical infrastructure team for implementation.
- The council website went live end of November on Jadu platform. The recruitment for the core Digital Team is complete. We now have a team leader and 3 developer/analysts. The team will be supported by 2 business analysts (recruitment underway) who will also support other areas of IT and the business.
- Office 365 rolled out to 140 CLS staff as well as CMT, Associate Directors and the Agresso Team. Finance and Adult Social Care team have been scheduled in next and will be following the agreed priority rollout programme.
- Members & CMT rollout of new laptops and O365 completed. Round table sessions were held with Members weekly and a chat channel was opened for support. The new cohort of Members will be picked up following the Election.
- New landline telephony platform service went live in November with the old corporate telephony platform decommissioned. Rollout to the remaining SBC sites currently being planned.
- Since the start of covid pandemic 1,000 laptops, 1,200 mobile phones &




550 remote access tokens have been rolled out. Bluejeans service was enabled and an accelerated rollout across the council with an events module procured to facilitate larger attendee meetings such as staff conferences and external public meetings. Use of Microsoft Teams for Members meetings is continuing including live broadcasting via Civico. As the wider rollout of Teams across the authority continues, use of Bluejeans will be reviewed and licensed appropriately.

- Work on an appointment system for local access points has now been developed as part of the Jadu rollout and went live in January for internal use to manage the appointments during covid.
- Blue Badge payments are now available for payment on line through Civica - this in turn will help manage the demand into the local access points as well as improve access channels to make payments and support the councils ambition to move to Cashless.
- Licensing payments have now been enabled for payment online via Civica – all in preparedness to move to the locality model as well as improve access / manage demand and to support the Cashless project.
- Pay Point to arrange payments for Local Welfare Provision is now live and is the standardised way in which LWP payments for customers are processed.

27	We will launch a £15 million 'Community Hubs Strategy', starting the construction of brand new community hubs in Chalvey and central Langley and planning new hubs in Cippenham and Wexham	New Chalvey School and hub Q4 2021	<p>The Chalvey Community Hub has been completed and will open on 19th April 2021 following Covid related delays.</p> <p>The contract to remodel Britwell Hub to incorporate the Health Centre has been let and work is starting on site.</p> <p>The Trelawney Ave Hub has received planning approval however required changes to the residential block mean that a new approval is required. The application has been submitted and will be considered in June 2021. Once approved the work will be tendered with the aim to start on site by the end of the year.</p> <p>The Curve will be adapted and will offer Hub related services for the Central ward and the final location for the hub(s) to cover Farnham, Baylis & Stoke, Wexham Lea and Elliman wards is being finalised.</p>	GREEN ↔
28	We will involve residents in shaping 'meanwhile' improvements and in the longer-term redevelopment plans for the town centre	Ongoing	<p>ARUP have been appointed to prepared a Meanwhile Use Strategy which is anticipated Q2 2021/22.</p> <p>Continue to promote consultation events set out by Developers. Most recent is Slough Central by British Land.</p> <p>Working with HOME Slough to support events and activities as part of the Meanwhile offer by British Land.</p> <p>Established the Slough Town Association of Residents (STAR) group to help inform, shape and engage with us on Clean Safe Vibrant TC Programme as well as the Town Centre Vision.</p> <p>Working with the STAR group and stakeholders on the SloughNow concept to gauge their interest and explore what they would like to see in their Town Centre.</p>	GREEN ↔
29	We will add further discounts to our new Residents' Privilege Scheme, the 'Slough app'	Ongoing	<p>Manifesto Pledge has been met</p> <p>Explore Slough App went live on 24 June 2019. Working with businesses to ensure we keep offers live and plentiful.</p>	✓

30	We will actively promote a fully inclusive registrar's service with increased marketing and promotion for LGBT+ weddings and celebrant services	Ongoing September 2019 December 2019	<p>Manifesto Pledge has been met</p> <p>We have seen a significant increase in LGBT+ ceremonies this year. The trend continues upwards since last reporting in this respect. We have done 11 LGBT ceremonies this calendar year, 8 this financial year (civil Partnerships and Weddings).</p> <p>We make sure that anyone marrying or celebrating their civil partnership have a welcoming and special experience. We are very inclusive and celebrate all our citizens using our noteworthy services; we include LGBT weddings and celebratory services photos on our Facebook page.</p> <p>Preparation for marketing campaign to focus on 2020 session and incorporate new venues. Work on marketing to commence once newly appointed Group Manager arrives in November 2019. The new Group Manager joined the service in November 2019 and is looking at business and marketing strategies across her service areas including licensing new venues, civil and partnership ceremonies etc.).</p>	✓
31	We will bring forward plans for a new arts, entertainment and cultural offer at the former Adelphi Cinema site, while protecting the building's heritage	Ongoing	A multi-discipline project team, led by Fourth Street Cultural Consultants, has been appointed to consider the Adelphi Theatre and its potential for offering an enhanced cultural offer. In addition a feasibility study on creating an independent cultural trust is also taking place. Both documents will inform a cultural arts strategy that will be reported to Cabinet in Q2 of 2021/22.	GREEN ↔

	Manifesto Pledge	Date for delivery	Actions taken	RAG
32	We will continue regenerating our town; bringing forward detailed plans for the Montem Leisure Centre site, the Canal Basin and the former Thames Valley University site	Ongoing	<p>The Centre of Slough Regeneration Framework was approved by Cabinet in September 2020.</p> <p>Cabinet approved the Stoke Wharf draft indicative site development plan in September 2020 and a detailed planning application was submitted by Stoke Wharf Developments LLP in October 2020. The application was recommended for approval by planning committee in February 2021.</p> <p>A detailed planning application for the Montem Leisure Centre site was submitted in October 2020 and recommended for approval by planning committee in January 2021.</p> <p>The North West Quadrant LLP development vehicle was created in November 2019. The Business Plan is anticipated to be approved in Q2 2021 with a hybrid planning application anticipated in 2022.</p>	GREEN ↔
33	We will begin work on two new hotels with ground floor branded restaurants, affordable shared ownership homes and an attractive public realm, on the former Slough Library site	Ongoing	Construction works completed early 2021 and the two hotels are now operational. SUR are continuing to sell the private residential units and source an occupier for the ground floor commercial space.	GREEN ↔
34	We will help the owners of the High Street shopping centres to deliver their ambitious plans for the northern side of Slough High Street, and work with partners to shape a regeneration plan for the former Horlicks factory	Ongoing	<p>Ongoing discussions with British Land on the masterplan for the site. Their Slough Central public consultation launched May 2020.</p> <p>Works on the Horlicks Factory redevelopment have begun and sales are progressing well.</p> <p>In October 2020 Cabinet approved taking the necessary steps towards a Compulsory Purchase Order, underwritten by Berkeley Homes, for the south side of Stoke Gardens, adjoining the Horlicks scheme, to assist the Horlicks scheme by improving the local environment around the main pedestrian and cycle entrance to the development. The Compulsory Purchase Order Indemnity Agreement is being progressed by legal.</p>	GREEN ↔

35	We will redevelop the former Alpha Street car park site to provide new affordable homes	December 2020	<p>Manifesto Pledge has been met</p> <p>The site has been developed by Slough Urban Renewal to provide new homes. Construction onsite commenced in December 2019. James Elliman Homes are acquiring the units for use for social housing.</p>	
36	We will bring forward plans for a 'meanwhile' improved food and beverage offer for the town centre while major regeneration takes place	Ongoing	<p>ARUP have been appointed to prepared a Meanwhile Use Strategy which is anticipated Q2 2021.</p> <p>Exploring options for a Social Enterprise Quarter, Food & Bevarage and Cutural meanwhile uses in the shopping centre which encourages local groups to occupy empty units and influence the increase of footfall in the area.</p> <p>Meanwhile use discussions with partners are picking up pace with a number of opportunity sites being reviewed for meanwhile uses in the town centre.</p>	<p>GREEN</p> 
37	We will significantly improve the public forecourt to the north side of Slough station and deliver improved paths and walking routes in and around the town centre	March 2022	<p>Public Realm design underway and negotiations with Net Rail and GWR to construct the forecourt are ongoing. Changes to DfT accessibility guidance at rail stations has resulted in a delay due to more disabled bays being required.</p> <p>Paths to connect the Town Centre and rail station are being secured through the planning process with the SUR Stoke Wharf scheme plus a new footbridge across the canal. Cabinet approval now secured (September Cabinet) designs proceeding. CRT currently not supporting the proposal so this has been escalated to board level.</p> <p>Designs and location are near completion and now awaiting discussion with the SUR. Planning App still awaited.</p>	<p>AMBER</p> 

	Manifesto Pledge	Date for delivery	Actions taken	RAG
38	We will improve the learning environment for local children, investing £12 million in expanding our secondary schools and £14 million in Special Educational Needs and Disability provision	2021-2022	<p>£12.4m spent in 2019-20 on providing a site for Grove Academy and an expansion of places at Langley Grammar School. A further £0.8m has been spent in 2020-21 on secondary expansion projects..</p> <p>£3.31m spent in 2019-20 and £0.3m in 2020-21 to fund a new SEND Resource Unit at Marish Primary Academy.</p> <p>£0.6m spent in 2020-21 to fund construction of the new SEND Resource Unit for Grove Academy.</p> <p>£0.3m spent in 2019-20 on Special schools and a further £0.4m in 2020-21. Planning approval has been obtained for a new annex for Haybrook College on the Haymill site and the work is currently out to tender.</p>	GREEN ↔
39	We will facilitate a brand new through-school with community sports provision in Chalvey	End of 2020	<p>Manifesto Pledge has been met In 2019, SBC acquired 2 shop/residential sites on Chalvey High Street on behalf of the DfE to create the playing fields for Grove Academy.</p> <p>Although the Covid-19 pandemic caused some delays to the construction programme the new building was handed over the school by the end of Q3 2020-21. Officers are finalising the terms of the Community Use Agreement with the school; all sporting facilities including the 2 new MUGAs being funded by SBC will be available for community use.</p> <p>The replacement community facilities were handed over to SBC and the Nursery by the end of Q3 2020-21 and the refurbishment of Orchard Community Centre completed earlier in the year.</p>	✓
40	We will provide all our looked-after children with leisure passes and council tax exemptions until the of age 25	Ongoing	<p>Manifesto Pledge has been met Offer has been designed and approved. Implementation of offer is now being undertaken.</p>	✓

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

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

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

This page is intentionally left blank

Appendix C: 2021/22 Q4 5YP Balanced Scorecard – Accompanying summary briefing on crime and community safety trends

For further information please contact Garry Tallett, Group Manager – Community Safety Service (Garry.Tallett@slough.gov.uk) or Dave Hounsell – Insight Manager (David.Hounsell@slough.gov.uk)

Key headlines in this summary briefing

- Based on the latest available information (released in April 2021) it appears that crime levels have fallen, risen and then fallen again in line with the lockdown-easing-lockdown pattern from April 2020 to March 2021
- There is not yet any observable long-term trend impact of Covid-19 on crime and community safety
- The real impact of Covid-19 (health, economic, social impacts) on crime and community safety will be observable as 2021/22 progresses
- The trends for Slough remain the same as before the pandemic:
 - A higher average rate than the South East and England as a whole
 - Violent and sexual offences, criminal damage, vehicle crimes, and public order offences are categories of crime that are relatively high in Slough
- Data reported is based on recorded crime. Unreported crime and community perceptions of crime and safety are harder to capture, with local knowledge held by residents and agencies important to provide context to reported crimes.

A quick explanation on data sources used

The 5YP Balanced Scorecard currently reports on the overall crime rate using data published by the Office for National Statistics. Those data are published with a one-quarter lag in order to take into account changes to the recording of crime. Police data is published without the one-quarter lag, and this summary briefing includes those data to inform a more detailed discussion on the impact of the Covid19 period on crime and community safety (Note: the data used in this briefing is publicly available in the Berkshire Data Observatory - <https://slough.berkshireobservatory.co.uk/crime-and-community-safety/>).

This dataset show reported crimes. There are of course crimes that go unreported, and in addition there will be public perceptions of crime and safety in their communities, which may or may not directly follow the trends in reported crime. Unreported crimes and perceptions of crime are more challenging to identify and report accurately and therefore local knowledge held by residents and agencies in wards and localities will always provide useful context for these publicly reported statistics.

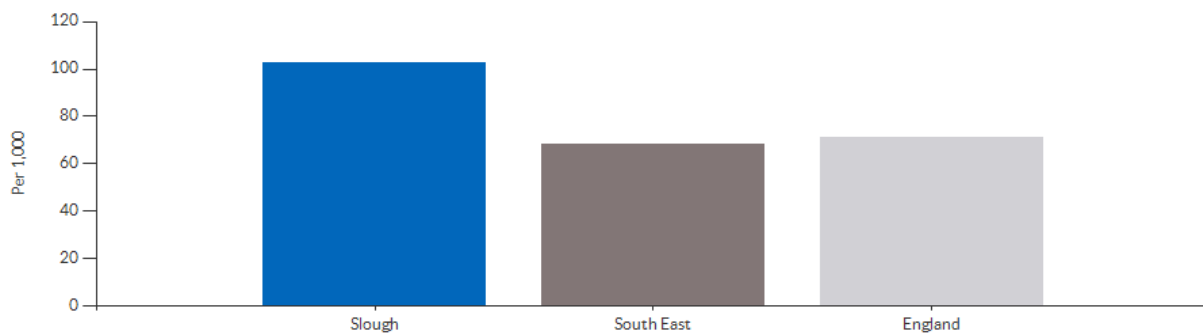
Existing Slough Borough Council and partnerships reporting routes used

There are a set of reporting routes that present greater detail reporting on crime and community safety in Slough. The main route is a regular detailed presentation to the Slough Safeguarding Partnership. In addition, the Overview and Scrutiny Committee receive an annual report from the Police & Crime Commissioner and the Serious Violence Taskforce reviews data

on serious violent crime using a Strategic Needs Assessment and a violence dashboard produced by the Thames Valley Violence Reduction Unit. Combined, these reporting routes aims to complement the strategic review captured in the quarterly 5YP Balanced Scorecard.

Headline insight to accompany the Q4 2020/21 5YP Balanced Scorecard

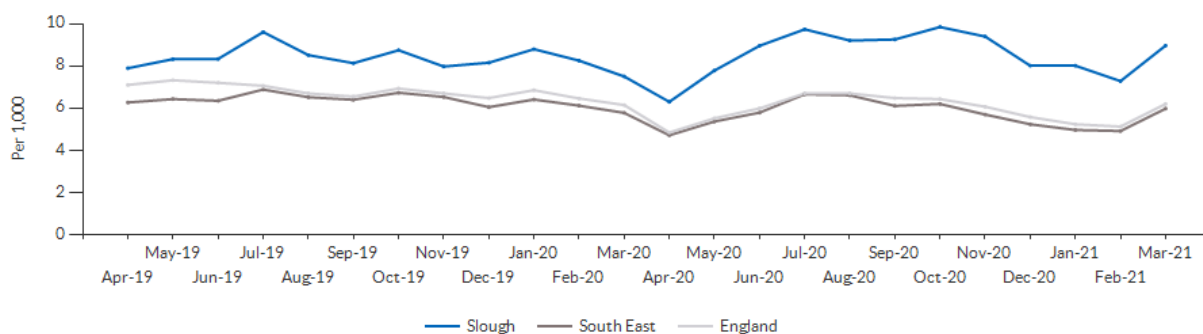
In March 2021, Slough’s crime rate remained higher than that across the South East and England as a whole



Date: Apr-20 - Mar-21 Source: data.police.uk

Slough’s overall crime rate has followed a similar trend during the Covid19 pandemic, although a greater increase in crime was observed at the end of each Lockdown when compared to the South East and England as a whole.

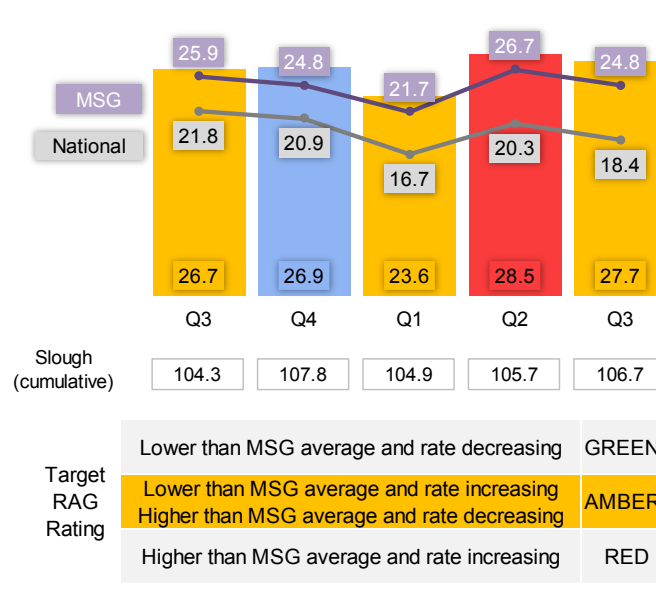
The overall crime rate at the end of March was similar to the crime rate observed at the end of the first Lockdown. Many of these crimes committed in Q2 to Q4 may have been committed during the first Lockdown period if social restrictions had not been in place. There is not yet a measurable upward or downward shift in the rate of crime or type of crime as a result of the Covid19 pandemic. **The category of crime with the highest relative level is violence and sexual offences, which is 43.5 per 1000 compared to 29.9 per 1,000 for South East and 29.7 per 1,000 for England.**



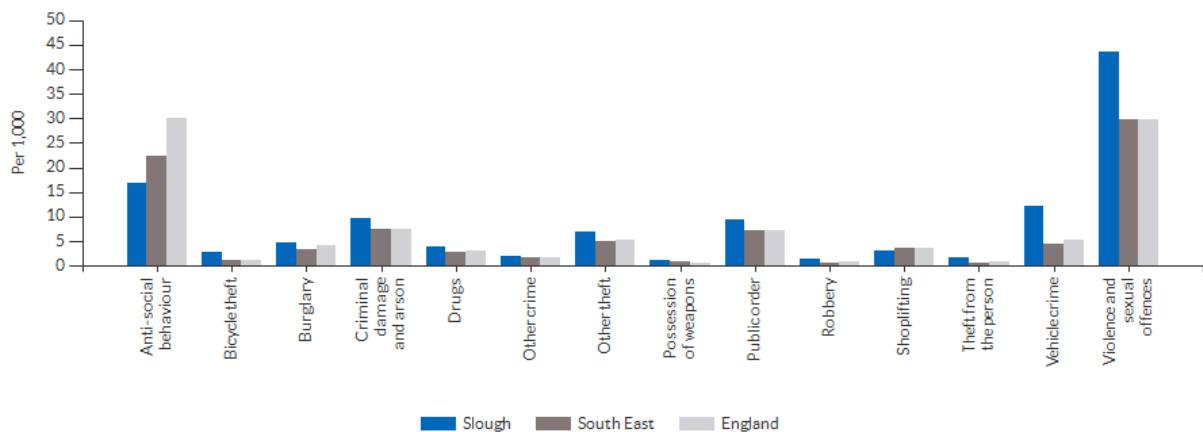
Source: data.police.uk

The data reported in the 5YP Balanced Scorecard, drawing from Office for National Statistics data, demonstrates the same trend of a fall in reported crime in Lockdown 1 with a subsequent

rise in the months following the easing of restrictions followed by a fall in reported crimes during Lockdown 2. Slough's crime rate followed the same path as the statistical neighbours, with the rate remaining above those comparative local areas throughout the pandemic.



The type of crime that makes up Slough's crime rate has remained in a similar balance to that before the Covid19 pandemic, with violent and sexual crimes, vehicle crimes, public order offences, and criminal damage all relatively higher when compared to the South East and England as a whole during the period April 2020-March 2021.



Date: Apr-20 - Mar-21 Source: data.police.uk

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 21 June 2021

CONTACT OFFICER: Charles Campbell, Principal Environment Officer

(For all enquiries) 07766 442312

WARD(S): All

PORTFOLIO: Councillor Anderson, Cabinet Member for Sustainable Transport & The Environment

PART I
KEY DECISION**CLIMATE CHANGE STRATEGY VISION****1 Purpose of Report**

To approve and publish the Council's Climate Change Strategy Vision paper to outline the Council's vision for the upcoming Climate Change Strategy and Action Plan following the political motion on climate change in 2019.

2 Recommendation(s)/Proposed Action

The Cabinet is recommended to approve the stretch target of borough-wide carbon neutrality by 2030, with an objective target of 2040. This target is to be published in the Climate Change Strategy Vision paper. The paper is a statement of intent for the Climate Change Strategy and Action Plan, due later in 2021 that will outline how Slough will decarbonise and adapt to climate change.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**3.1 Slough Joint Wellbeing Strategy Priorities**

The Climate Change Strategy Vision paper and subsequent Climate Change Strategy and Action Plan will support:

- Priority One: Starting Well and Priority Three: Strong, Healthy and Attractive Neighbourhoods (Building Community Asset Resilience)
 - To realise the target of borough wide carbon neutrality numerous actions will have to be taken. This is likely to include actions that will reduce air pollution, enhance active travel options, and green neighbourhoods. This could be accomplished by switching to electric vehicles, improving cycling routes, and tree planting programmes respectively. Research shows that air pollution and absences of green spaces affect physical and mental health, so if these factors are improved it will contribute to both *Priority One: Starting Well* and *Priority Three: Strong, Healthy and Attractive Neighbourhoods (Building Community Asset Resilience)*.
- Priority Four: Workplace Health
 - It is likely that measures taken to decarbonise Slough will include actions that will improve the quality of buildings in terms of insulation while reducing the use of gas, provide active travel options for commuting, and to reduce air pollution through the electrification of

transport. Higher quality buildings will contribute to healthier work environments by ensuring buildings are well insulated. The provision of active travel options will enable a healthier more active working lifestyle. In addition, improving air quality around workplaces will reduce physical and mental health risks from air pollution.

3.2 Five Year Plan Outcomes

The Climate Change Strategy Vision paper and subsequent Climate Change Strategy and Action Plan will support the following outcomes of the Five Year Plan:

- Outcome 1 – Slough children will grow up to be happy, healthy and successful and Outcome 2 – Our people will be healthier and manage their own care needs.
 - The strategy will support decarbonisation measures that will likely support projects intended to improve the quality of buildings, improve active travel options, improve air quality, and green neighbourhoods in Slough. Higher quality buildings will be well insulated reducing the risk of Fuel Poverty. The facilitation of sustainable transport modes such as improved paths and cycling routes will enable a healthier more active lifestyle. Research shows that air pollution and absences of green spaces affect physical and mental health, so if these factors are improved it will contribute to a healthier, happier Slough.
- Outcome 3 – Slough will be an attractive place where people choose to live, work and stay.
 - The actions discussed above such as active travel options and greening of the borough will contribute to Slough becoming an attractive place to live, work and stay. In addition, investment in decarbonisation will promote green jobs providing a source of employment. On 12th November 2020 the UK government launched a new Green Jobs Taskforce to support the creation of 2 million skilled jobs to build back greener and reach net zero emissions by 2050 nationally. Demonstrating leadership by setting a target of borough wide carbon neutrality, Slough could attract low carbon businesses into the borough.
- Outcome 4 – Our residents will live in good quality homes.
 - The strategy will support decarbonisation measures that will likely support projects intended to improve the quality of buildings. Higher quality buildings will be well insulated reducing the risk of Fuel Poverty. Projects may include the delivery of district heating schemes that could provide lower cost heating or promote rooftop solar PV reducing the need to purchase electricity from energy suppliers.
- Outcome 5 – Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.
 - As stated above in Outcome 3, Slough could attract low carbon businesses into the borough by adopting a target of borough wide carbon neutrality. Investment and demand for decarbonisation created by this target could lead to the creation of new businesses and innovation of new products and services.

4. Other Implications

4.1 Financial

There are no direct financial implications for approving the Climate Change Strategy Vision paper. The paper sets a stretch target of borough-wide carbon neutrality by 2030, with an objective target of 2040 following the political motion on climate change on 23/07/2019. The Climate Change Strategy and Action Plan will identify and prioritise actions and pathways to achieve this target, in which the financial implications will be assessed. It should be noted that a consultant was appointed to deliver the Climate Change Strategy and Action Plan report with a framework for action with a budget of £50,000. The report will be delivered in September 2021.

The government's own targets of a 78% reduction in emissions by 2035 and Net Zero by 2050 will very likely lead to significant Government policy intervention, for example putting a price on carbon, and funding for decarbonisation, which will affect the way businesses operate. The Council is leading by example as it has already committed to make its operations carbon neutral by 2030 outlined by the Council's Carbon Management Plan 2020-2030. Setting a borough-wide carbon neutrality stretch-target of 2030, with an objective target of 2040 brings Slough in line with most councils across the United Kingdom.

The Climate Change Strategy and Action Plan will deliver an action plan containing actions to decarbonise all aspects of Slough. Actions will target sectors including the build environment, energy, and transport. Actions that will provide economic benefits such as projects that will save money, reduce costs or generate income can be prioritised. These projects could include increasing insulation in buildings reducing energy costs, an increase in remote working, the rollout of council owned electric vehicle charging stations or investing in Solar Farms. Actions that present a cost may necessitate lobbying central government for support, for example the removal of gas boilers. The UK government is already making grant funding available to finance decarbonisation, for example the recent Public Sector Decarbonisation Scheme, in which Slough Borough Council was awarded over £1m towards the decarbonisation of heat in owned buildings. As the Climate Change Strategy and Action Plan is still in development what these measures will be and what their financial benefits or costs are not yet known. However, the council is already operating projects that both reduce carbon and operating costs such as the RE:FIT programme which retrofits council assets to reduce energy demand.

Although the cost of decarbonisation will be substantial, numerous economic analysis's such as the UK Governments' landmark report "*The Economics of Climate Change: The Stern Review*¹", found the cost of inaction on climate change will be outweighed by the cost of inaction. The UK Government's recent announcement regarding the target to slash emissions by 78% by 2035 stated: "*government analysis finds that costs of action on climate change are outweighed by the significant benefits – reducing polluting emissions, as well as bringing fuel savings, improvements to air quality and enhancing biodiversity. The government expects the costs of meeting net zero to continue to fall as green technology advances, industries decarbonise and private sector investment grows.*²".

¹ [The Economics of Climate Change: The Stern Review - Grantham Research Institute on climate change and the environment \(lse.ac.uk\)](#)

² [UK enshrines new target in law to slash emissions by 78% by 2035 - GOV.UK \(www.gov.uk\)](#)

The announcement further noted: “*Reaching net zero will also be essential to sustainable long-term growth and therefore the health of public finances, as well as open up new opportunities for the UK economy, jobs and trade – and the government’s ambitious proposals are essential to seizing these opportunities.*”

4.2 Risk Management

There are no direct risk implications for approving the Climate Change Strategy Vision statement.

Recommendation from section 2 above	Risks/Threats/Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
The Cabinet is recommended to approve the stretch target of borough-wide carbon neutrality by 2030, with an objective target of 2040.	a) Economical /Financial:	No direct implications for paper.	N/A	N/A
	b) Political	SBCs motion on climate change commits to developing a Climate Change Strategy and Action Plan.	Impact: 3 Probability: 5 Risk: 15	The paper will act to address the commitment of the motion on climate change.
	c) Environment	There is no existing borough wide target for carbon neutrality	Impact: 4 Probability: 6 Risk: 24	By committing to decarbonisation the impacts of climate change will be limited.
	d) Legal /Regulatory	SBC are reducing the liability for not complying with the UK Government’s Net Zero by 2050 targets	Impact: 3 Probability: 5 Risk: 15	None

4.3 Human Rights Act and Other Legal Implications

- i) Legal challenges to governmental policies on carbon management have been made in the European Court of Human Rights, particularly by Dutch environmental pressure groups, relying on provisions in the European Convention on Human Rights which are also given effect to in UK domestic law by the Human Rights Act 1998, particularly the provisions relating to the right to life, private and family rights, and the right to effective remedies. The European Court on Human Rights has consistently rejected that the European Convention on Human Rights confers general rights to environmental protection (*Kyrtatos –v- Greece* and *Fadeyeva –v- Russia*). The Dutch Supreme Court has, however, found that the state is responsible for excessive emissions, triggering positive emissions reduction obligations, based on the provisions in the European Convention on Human Rights relating to right to life and privacy and family life. Such a position has not yet been established in the UK, although it has been found that the establishment of a direct “causal nexus” between a “real and immediate threat” to individual rights may trigger a positive obligation on a state to take action (*Osman –v- UK*).
- ii) The Climate Change Act & Net Zero. The UK Government considers that global warming must be limited to no more than 2°C temperature rise above preindustrial times to avoid dangerous impacts. The UK passed the Climate Change Act 2008 making it the world’s first long term legally binding framework which introduced the target of reducing UK emissions by 80% by 2050, compared to a 1990 baseline³. On 27 June 2019, the UK furthered its commitment to decarbonisation by extending the target to Net Zero by 2050 making the UK the first major economy in the world to pass laws to end its contribution to global warming by 2050. An environmental bill is presently passing through Parliament which will develop similar legally binding targets for biodiversity, air quality, water and waste.

4.4 Equalities Impact Assessment

- i. The negative impacts of climate change impact all equality groups; however some groups are disproportionately impacted by carbon emissions. These include children, pregnant women, those with disabilities and older people. Those on lower incomes are also more likely to suffer from the direct consequences of the affects of climate change and some equality groups will be more likely to be on lower incomes. A vision for carbon neutrality will therefore have positive impacts in the long term for all equality groups. The specific policies that will be developed as part of the of the action plan to achieve this will be subject to further analysis to ensure any short –term negative impacts are mitigated against and impacts for all groups are considered.

³ <https://www.gov.uk/government/news/uk-becomes-first-major-economy-to-pass-net-zero-emissions-law>

5 **Supporting Information**

5.1 The Climate Change Strategy Vision draft is attached as Appendix 1. All final documents will be made public and uploaded to the Slough Borough Council website once approved.

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

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

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

The objectives emphasize the need for a Climate Change Strategy Vision paper outline the Council's direction to accomplish these objectives. The paper will act as a statement of intent for the Climate Change Strategy and Action Plan that is to be published later in 2021.

5.3 In early 2021 Slough Borough Council approved the *Slough 2040 Vision* outlining the Council's ambitions for the future of Slough⁴. The vision encompassed a series of goals including that Slough is to be a "*be a carbon-neutral and sustainable town*".

The following objectives were also stated in the *Slough 2040 Vision* that Slough will:

- *have attractive, green neighbourhoods, which bring people together*
- *be a globally connected town, with a transport system which prioritises public and active transport*
- *have a strong, globally renowned economy, which supports its people to prosper and live well*
- *be a healthy town, where people are supported to live empowered lives*

The upcoming Climate Change Strategy and Action Plan will propose actions that will support these stated goals by; reducing air pollution improving the health of residents, promoting nature-based solutions such as tree planting, promoting public transport, and promoting green jobs.

⁴ [Slough 2040 – Slough Borough Council](#)

Over the next 20 years, the *Slough 2040 Vision* commits to working in partnership with the residents, public bodies, charities and businesses of Slough to transform this vision into reality.

- 5.4 In March 2021 Slough Borough Council published its *Covid Recovery Strategy* that outlined the Council's pathway for recovery following the COVID-19 pandemic⁵. The strategy outlined the Council's plan for renewal and acknowledged the *Slough 2040 Vision* objective that Slough will be a carbon-neutral and sustainable town.
- 5.5 Slough Borough Council approved the updated Carbon Management Plan 2020-2030 in 2020 that set a target of carbon neutrality for the councils' operations by 2030. The Climate Change Strategy Vision target applies to the entire borough.
- 5.6 Slough Borough Council has already reduced its own greenhouse gas emissions substantially. From 2008/09 to 2018/19 emissions fell from 30,303 tonnes of CO₂e to 10,224 tonnes of CO₂e, a drop of 66%. This was largely achieved through changes such as a reduction in built assets, increases in energy efficiency and a reduction of carbon intensity of electricity from the national grid. In addition to reduced greenhouse gas emissions contributing to global warming, this has brought benefits such as a reduction in operating expenditure for the council through energy costs, and a reduction in air pollution from combustion sources.

However, it should be noted that the Councils' greenhouse gas emissions only constitute 1.67% of the borough's emissions. The majority of emissions in the borough come from industrial and commercial sources, followed by domestic sources and transport.

6 Comments of Other Committees

The Environmental Strategic Board, chaired by the Chief Executive, has requested that the Climate Change Strategy Vision is submitted to cabinet for approval.

7 Conclusion

Approving and publishing the Council's Climate Change Strategy Vision will provide a statement of intent with regards to the development of the upcoming Climate Change Strategy and Action Plan following the political motion on Climate Change. This will also inform the public as to the Council's progress.

To deliver these targets the Council will need to support the decarbonisation of greenhouse gas emissions from industrial and commercial sources, domestic sources, and transport. In order to achieve this great challenge, the Council must seek to either facilitate decarbonisation or influence stakeholders such as central government. The actions necessary will be outlined in the upcoming Climate Change Strategy and Action Plan.

8 Appendices

1. Slough's Climate Change Strategy Vision paper

⁵ [Microsoft PowerPoint - Covid Recovery OSC 18 03.20201 \(slough.gov.uk\)](#)

This page is intentionally left blank

Slough's Climate Change Strategy Vision

Vision

Slough Borough Council has set a stretch target of borough-wide carbon neutrality by 2030, with an objective target of 2040.

The UK Government has set a legally binding target of Net Zero by 2050, with emissions needing to have been reduced by 78% by 2035 compared to 1990 levels.

1. Scientific Context

In October 2018 the UNFCCC Intergovernmental Panel on Climate Change (IPCC) released a 1.5°C Special Report on the impacts of global warming of 1.5°C above pre-industrial levels.¹ The report found that to limit warming to 1.5°C requires major and immediate transformation. The scale of the required low-carbon transition is unprecedented. Emissions must decline globally by about 45% from 2010 levels by 2030 and will need to reach net-zero around mid-century. The report found that everyone; countries, cities, the private sector, individuals will need to strengthen their action without delay.

A further landmark report was published in May 2019 highlighting the decline of nature, of which climate change is contributing to, and the need for societal transformative change.² The report, released by the UNEP Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), was the most comprehensive assessment of its kind and found that; *'Nature is declining globally at rates unprecedented in human history — and the rate of species extinctions is accelerating, with grave impacts on people around the world now likely'*.

2. Local Effect

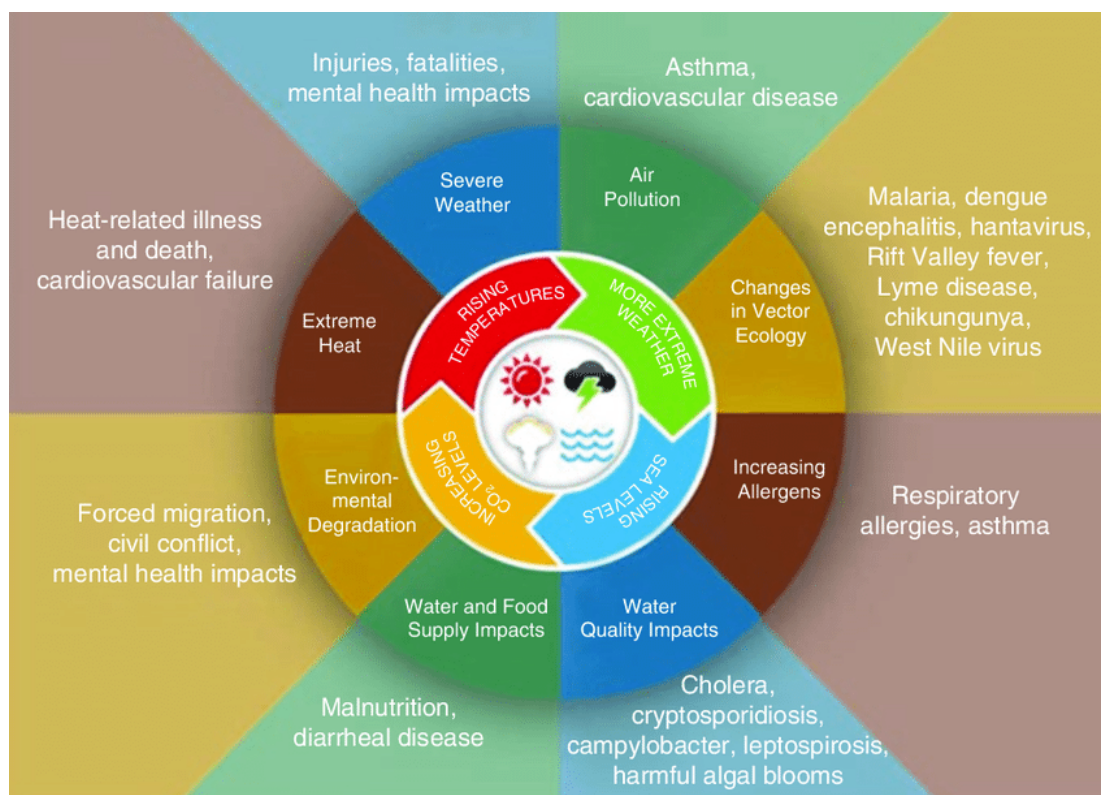
Slough Borough Council (SBC) acknowledges that climate change is the single biggest threat to humanity and has obligations to protect its residents from the impact of climate change at a local and regional level.

Currently, the effects of climate change are manifest at a local level with excess rainfall, local flooding, and excess heat events. These impacts can give rise to a threat to life, damage to health, damage to property, loss of income and impacts on mental wellbeing. These events are set to increase in frequency and intensity. We must act now.

¹ Intergovernmental Panel on Climate Change (IPCC), Special Report – Global Warming of 1.5°C, 2019: <https://www.ipcc.ch/sr15/>

² Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services Report, 2019: <https://ipbes.net/news/Media-Release-Global-Assessment>

The figure below illustrates the projected impacts of climate change on health and mental wellbeing.³



3. SBC Climate Change Motion

On 23rd July 2019, Slough Borough Council passed a Motion on Climate Change. The motion is as follows:

Climate Change Motion⁴

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

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

³ Patel, V., D. Chisholm., T. Dua, R. Laxminarayan, and M. E. Medina-Mora, editors. 2015. Mental, Neurological, and Substance Use Disorders. Disease Control Priorities, third edition, volume 4. Washington, DC: World Bank. doi:10.1596/978-1-4648-0426-7. License: Creative Commons Attribution CC BY 3.0 IGO

⁴ Slough Borough Council's Climate Change Motion, 23/07/2019: <http://www.slough.gov.uk/moderngov/documents/g6332/Printed%20minutes%2023rd-Jul-2019%2019.00%20Council.pdf?T=1>

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

This motion acts as a response to the climate and ecological crisis that we are facing and recognises the need for urgent action.

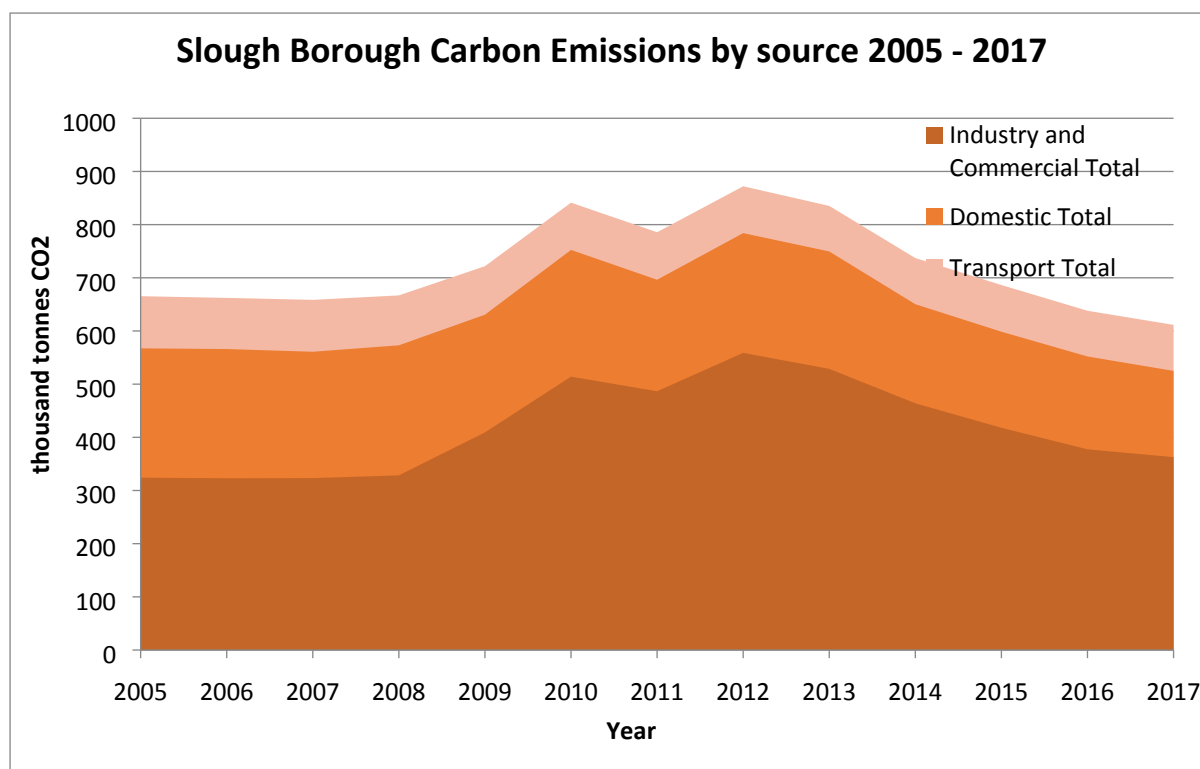
4. Slough's Carbon Emissions

Regarding the town of Slough's own contribution to the crisis, projected data from the UK Government for 2017 showed there were 744.3 thousand tonnes of CO₂ being emitted in the borough.⁵ Of this 60.1% came from Industry and Commercial sources, 21.8% came from Domestic sources and 28.5% came from Transport. This data is reflected in the graph below dating back to 2005.

It should be noted that unusually Slough is host to numerous data centres due to its strategic location. These buildings have a very high energy demand that exceeds that of transport and the domestic sector within the borough due to the requirement for cooling. This is a key factor differentiating the emissions profile of Slough from other towns.

It is clear that to be able to tackle borough wide emissions, the Council will need collaboration, cooperation and co-ordination with our local businesses, schools, NHS trusts, landlords, transport operators and communities.

⁵ BEIS, UK local authority and regional carbon dioxide emissions national statistics:
<https://www.gov.uk/government/statistics/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics-2005-to-2017>



Slough Borough Council's direct contribution to this total is minor. Based on the last available figures and the projected data provided by BEIS, Slough Borough Council's activities account for approximately 2% of the borough wide carbon emissions.

5. Council Plans and Strategies to deal with carbon emissions

Achieving carbon neutrality for Slough Borough Council's operations will be accomplished with the delivery of existing plans such as the Carbon Management Plan 2020-2030 and the Low Emission Strategy 2018-2025. Slough's new borough wide target date for carbon neutrality aligns with other strategic objectives such as Slough's 2040 Vision. The upcoming renewed Local Plan will also promote low carbon development in the borough. Additionally, new strategies such as the emerging Transport Infrastructure Plan, Local Transport Plan 4 and new Air Quality Plan will focus on transport emission reduction and modal shift contributing to reducing the borough's emissions.

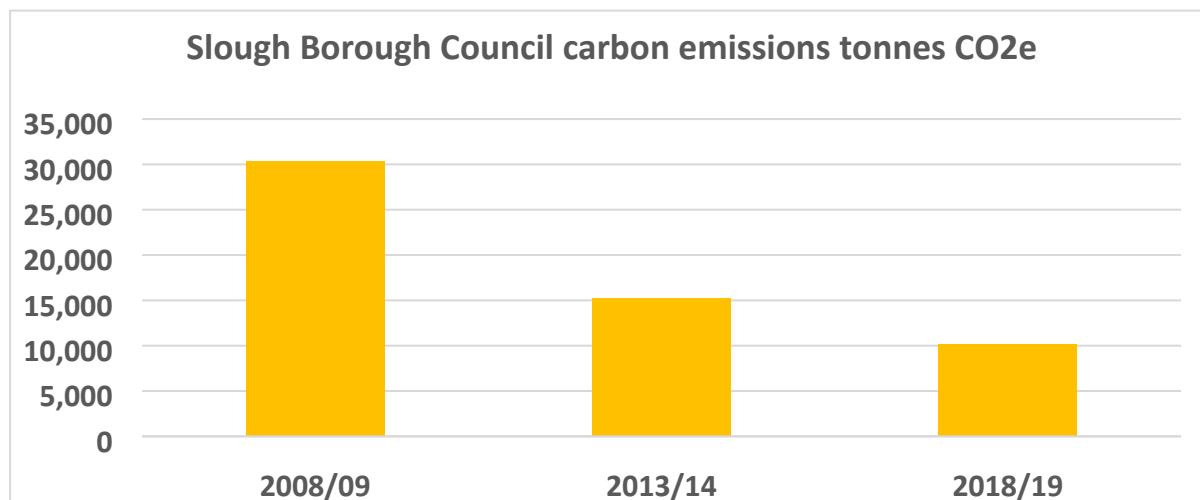
6. Leading by example, Slough Borough Council's approach to own emissions

Slough Borough Council has just published its new Carbon Management Plan 2020-2030. This plan oversees the council's own estate and operations and has set a target of carbon neutrality by 2030.

This plan addresses the first key objective of Councils' Climate Change Motion.

- *Reducing emissions from our estate and operations*

The Council has already made significant progress on its journey to reducing its own corporate carbon emissions. Between 2008/09 and 2013/14 a 49% reduction was achieved, followed by a 33% reduction by 2018/19 relative to 2013/14.



There are a number of programmes that are contributing to achieving these objectives and reducing the council's carbon footprint which include:

- **The RE:FIT Programme:** An energy efficiency and renewable energy refurbishment programme of council owned buildings. The programme is designed to reduce energy consumption by at least 20% reducing carbon emissions and energy costs. The first phase is annually saving SBC £28,000 and 138 tonnes of CO₂.
- **Fleet Challenge:** A project with the aim of decarbonising SBC's fleet by promoting low emission vehicles while reducing revenue expenditure from mileage claims. Still in the pilot phase the scheme has saved £16,700 and avoided 8 tonnes of CO₂ compared to SBC's average grey fleet.
- **LED Street Lights:** This project included the replacement of street lighting with more efficient LED bulbs which has significantly reduced energy costs and associated carbon emissions. Emissions from street lighting were 2,657 tonnes CO₂e in 2014/15 and fell 58% to 1,112 tonnes CO₂e in 2017/18.
- **Upton Court Park Jubilee Wood forest:** As opposed to reducing carbon emissions this forestry project draws down carbon that can be used as a form of carbon offset. Initiated in 2013, the woodland has sequestered 3 tonnes of CO₂. As the woodland growth accelerates with age this is forecast to reach over 700 tonnes after 25 years and over 1,300 tonnes after 50 years.

7. SBC Approach to borough wide decarbonisation

Slough Borough Council has recently formed the Environmental Strategic Board, chaired by the Chief Executive, which is tasked with overseeing the strategic delivery of the council's Climate Change Strategy and Action Plan and other environmental programmes.

To develop the Climate Change Strategy and Action Plan the council is liaising with both internal and external stakeholders to ensure that the broadest possible spectrum of insight is included. It is clear the majority of carbon emissions come from the commercial and industrial sectors and we will need to obtain their firm commitment to reducing their carbon emissions.

A series of workshops will be hosted by the council which will provide an opportunity to discuss targets and proposed strategies to achieve reductions in carbon emissions. The council is currently reaching out to local businesses to find participants. The council has also already engaged with local residents concerning environmental issues as part of the consultations for Slough's 2040 Vision.

A strategy document will be delivered alongside an action plan that will outline the council's required actions to take the borough towards carbon neutrality. The Climate Change Strategy and Action Plan will be published later in 2021.

SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet	DATE:	21 st June 2021
CONTACT OFFICER:	Dean Tyler, Associate Director, Place Strategy and Infrastructure		
(For all enquiries)	(01753) 875847		
WARD(S):	All		
PORTFOLIO:	Councillor Swindlehurst, Cabinet Member for Financial Governance, Economic Development & Council Plans		

PART I
KEY DECISION**PROPOSED ASSET DISPOSALS PROGRAMME****1 Purpose of Report**

- 1.1 The purpose of this report is to set out for Cabinet the principles and processes that will ensure good governance and best value are achieved with regards to a programme of General Fund land and property disposals over the financial years 2021/2022 and 2022/23, aligning with the Council's Medium Term Financial Strategy (MTFS) to dispose of surplus assets with a view to reducing borrowing costs.

2 Recommendation(s)/Proposed Action

- 2.1 It is recommended that Cabinet:

- a) Note the commencement of the Asset Disposal Programme;
- b) Approve the sequential disposal methodology outlined in 5.3 to 5.10 of this report with regards General Fund asset disposals for the financial years 2021/2022 and 2022/2023.
- c) Delegate authority to the Executive Director of Place, in consultation with the appropriate lead member, after consultation with the S151 and Monitoring Officer to dispose of General Fund assets up to a value of £1m (exclusive of any applicable VAT) subject to proper legal and valuation advice.
- d) Note that any proposed General Fund asset disposals above £1m and/or that are of particular community/public interest will be presented to Cabinet under separate report(s) during the course of this disposals programme.
- e) Note that a further report updating Cabinet on the Asset Disposal Programme will be presented to the Cabinet in December 2021.

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

- 3.1 The proposed Asset Disposal Programme is aligned with the Council's MTFS and is required so that the Council can fulfil its capital expenditure commitments without the need to put pressure on its revenue budget by increasing borrowing costs and to fund transformational expenditure approved in the 2021/22 revenue budget.

4. Other Implications

a) Financial

The 2021/22 budget approved by March 2021 Council, included expenditure of £5,051k on transformation to be funded from capital receipts. If disposals are not achieved for this value as a minimum, these costs will have to be charged to revenue which would cause a significant overspend for the Council.

The Council is in receipt of a Ministry of Housing, Communities and Local Government (MHCLG) capitalisation direction, £12.2m of this was used to balance the 2021/22 budget. This Asset Disposal Programme is necessary to avoid further borrowing to fund the capitalisation direction. It is intended that these requirements will be met by future capital receipts over a five year period and this assumption has been included in the Capital Strategy and proposed Capital Programme 2021/22 to 2023/24. If the Council cannot achieve the required disposals to finance this amount, it would need to borrow to finance the capitalisation, putting further unbudgeted pressure on the revenue budget.

b) Risk Management

Risk	Mitigating action
Legal	HB Public Law will be commissioned to carry out reports on the title to each asset 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	No risks identified
Community Safely	No risks identified
Finance	No risks identified
Timetable for Delivery – It is anticipated that the proposed disposals will take place during the financial year 2021/2022. For a number of reasons sales may become protracted/delayed.	Ensure bidders/purchasers are in financial position to acquire sites, preferably without relying on 3 rd parties. Ensure sites are 'packaged' where possible to reduce number of transactions. Ensure the Council's solicitors are engaged from outset with regards report on titles, etc. Ensure any potential delays are reported to Executive Board.
Project Capacity	No risks identified
Governance	No risks identified
Performance	No risks identified

c) Human Rights Act and Other Legal Implications

Local authorities are under a duty to comply with Section 123 (2) of the Local Government Act 1972, with regard to land held in the General Fund, as is the case here, which requires that, except with the consent of the Secretary of State, a Council shall not dispose of land under this section for a consideration less than the best that can reasonably be obtained. The Secretary of State has issued the General Consent

2003 (Circular 06/03) which permits land to be sold at an undervalue up to a limit of £2,000,000 if the Council consider that the purpose for which such land is sold is likely to contribute to the achievement of one or more of the economic, social or environmental well-being of the whole or any part of its area or of all or any persons resident or present in its area.

The possible need for Secretary of State Consent will be considered on a site-by-site basis.

d) Equalities Impact Assessment (EIA)

An EIA initial screening has been carried out. The Council will address its statutory Public Sector Equality duty on a site-by-site basis.

e) Property Issues

Property issues are covered in Section 5 of this report.

5. **Supporting Information**

5.1 The Council will seek to dispose of General Fund land and property that will provide capital receipts contributing to the Council meeting its 2021/2022 Budget and Capitalisation Directive commitments and aligning with the Council's MTFs with a view to reducing borrowing costs.

5.2 The following sequential steps will be undertaken with regards to disposing of any asset.

A - Identifying Assets for Disposal

5.3 Officers will carry out the following tasks to identify General Fund assets that could be disposed of during the financial years 2021/2022 and 2022/2023:

- 1) Review of all properties on the Council's Asset Register (730 assets)
- 2) Remove assets that are strategically/operationally/income generating critical.
- 3) Assess remaining assets with regards income generation, revenue cost and current position (ease/speed of sale).
- 4) Produce long list of assets for disposal that will be presented for approval to Executive Director of Place.

B - Legal – Report on Title

5.4 HB Public Law (HBPL) will be instructed to produce a detailed Report on Title on each asset on the long list approved for disposal by the Executive Director of Place to identify any legal constraints and impediments to sale.

5.5 It is possible that some sites approved for disposal by the Executive Director of Place may no longer be deemed suitable for sale at this point.

C - Asset Valuation

- 5.6 In light of the recommendations within the Liverpool City Council Best Value Inspection December 2020 – March 2021, each site remaining on the long list will be valued by an independent RICS registered valuer, taking into account any legal constraints and impediments identified.
- 5.7 The Council will at the same time seek advice as to the most advantageous method of disposal.

D - Disposal and Methods of Disposal

- 5.8 The method for the disposal of assets will be assessed and determined on a case-by-case basis and may be dependent on the advice within the Legal – Report on Title and/or within the independent RICS registered valuer's valuation report.
- 5.9 It is assumed that the majority of assets will be disposed of on the open market or at auction however the Council will choose the method of disposal which complies with section 123 of the Local Government Act 1972 and provides best consideration.

E - Officer Delegation

- 5.10 The Executive Director of Place, subject to proper legal/valuation advice, will have delegated authority to dispose of assets up to a value of £1m (exclusive of any applicable VAT) after consultation with the S151 and Monitoring officers.

6 Comments of Other Committees

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

7. Conclusion

- 7.1 The principles and processes set out above will ensure that good governance and best value is achieved with regards a programme of General Fund disposals over the financial year 2021/2022.

8 Appendices

None

9 Background Papers

None

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

3a. **Slough Joint Wellbeing Strategy Priorities**

The Old Library Residential development will make a significant contribution to the joint priorities captured within the Slough Wellbeing Strategy 2020-2025:

- PRIORITY 1: constructing the new development has created jobs during the construction phase as well as increasing apprenticeship opportunities enabling local people to start their working life well and improve their learning and skill base,
- PRIORITY 2: delivering curated public spaces and buildings that are accessible to all encourages integration and reduces inequality,
- PRIORITY 4: The operation of new commercial premises within this mixed-use scheme will create quality permanent local employment opportunities within modern purpose built facilities promoting workplace health within the borough.

The changes are set out in this paper will allow for individual flat sales to complete, for disposal proceeds to be provided to the Council promptly, will increase the supply of good quality housing.

3b. **Five Year Plan Outcomes**

The development is delivering the following of the Five-Year Plan outcomes:

- OUTCOME 3: The delivery of this regeneration scheme, at the western end of the High St, will contribute to Slough being the premier location in the south east for businesses of all sizes to locate, start, grow, and stay,
- OUTCOME 4: Increasing the supply of good quality new homes will contribute towards our residents living in good quality homes; and
- OUTCOME 5: Providing centrally based residential homes and ground floor commercial space will increase demand, footfall and activity in the town centre, thus contributing to the centre of Slough being vibrant, providing business, living, and cultural opportunities.

The development has delivered good quality new homes in a central location and the recommendation is the last stage in this project, allowing for individual flat sales to complete and revenue from sales to be realised.

4 **Other Implications**

a) **Financial**

Disposal receipts

The delegated authority will enable the Council to approve disposals and receive disposal receipts in line with the Facility Agreement. These will be received net of associated sales costs for additional costs such as legal fees and agents fees. In opting to receive disposal proceeds net of fees, the Council will see a reduction in the number of transactions processed. Transparency of all costs and fees is maintained via the receipt of a completion statement for each disposal. All transactions are conducted via the Council's legal representatives and the buyers' lawyers. As per the latest independent valuation report the apartments have a valuation of at least £16.7m.

All apartment sales are required to be supported by an independent valuation to demonstrate fair market value and reduce the risk of poor sales values.

Loan repayments

The Facility Agreement states that the loan repayments should commence one month after the practical completion date and for loan plus interest charges to be fully repaid within 12 months of practice completion.

This was predicated on the Council purchasing all units however this disposal strategy was revised in December 2020 and the apartments went on open market sale in quarter one of 2021. As a result, SUR's anticipated sales and resultant cash flows have been revised which will now result in a delay to apartment sales and associated sales receipts. This will impact upon SUR OLS's ability to make its early loan repayments.

Loan repayments were due to start in March 2021 (£735k) and they are now expected to start in June. The loan is still expected to be fully repaid within the terms of the original agreement. i.e within 12 months of the first repayment.

The first two sales have completed in May 2021 and a further tranche of sales are nearing completion in June, with a healthy pipeline of enquiries. This supports SUR's cashflow modelling and indicates that repayments can start in June although uncertainty will continue to remain over the timing of future loan repayments until sale are completed. The Help to Buy scheme is a positive factor.

Based upon latest SUR projections, repayments in the first three months were expected to be £2.45m and are now expected to be £3m, albeit payments are deferred by three months. In line with a commercial lender, interest will continue to be charged for the duration of the Facility Agreement. "Holidays periods" on payments are considered to be permissible, especially in the current market.

Financial security

The Council continues to have a charge over all properties. Charges can only be released by the Council based upon the development maintaining a minimum loan to value ratio to provide security against its loan facility to SUR. This is significantly in advance of the minimum threshold as set out in the Facility Agreement.

Developers' profit

SBC is entitled a 50% share in any developers' profit. This has decreased over the life of the scheme in direct response to changes in the market. Current projections continue to forecast a small developers' profit however this is currently being reviewed and updated to reflect recent apartments sales and imminent commercial sales. This will include a review of sales strategy (rates and values) to establish a mutually agreed approach. Although some profit continues to be expected from this scheme, this remains subject to revision.

b) Risk Management

In the previous cabinet report, there was no specific delegation to allow an officer to grant consents to dispose of individual flats and agree to commercial rental terms.

The process for this is set out in the Facility Agreement and requires SUR to provide evidence of market valuation, demonstrating that units have been sold for fair market value and that the remaining assets provide adequate security for the outstanding loan (base upon the 120% ratio as set out in the Facility Agreement).

Under delegated authority to take operational decisions, the s.151 officer has given consent to dispose of the first tranche of flats where completion was required urgently. Independent valuations have been provided by Savills in compliance with the Facility Agreement to demonstrate that sales values achieved are at fair market value. Based upon the independent market valuation, the loan to value ratio remains above the minimum requirement.

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
a) grant disposals approvals and release of charges on behalf of Slough Borough Council, as Lender, as required under the Old Library Residential Facility Agreement	Enables the disposal process to move forward cost effectively and money to be returned to SBC	There is currently no delegated authority for approvals meaning units cannot complete without either Cabinet or s.151 officer approval	4	Finance review requested approvals before seeking authority from the ED of Place
b) amend the SUR Old Library Residential Facility Agreement to enable the offsetting of current costs against current revenues	Enables SUR to offset current cost against current revenue preventing the need for further loans	Offsetting is currently prohibited	4	SBC still receive interest of PWLB plus an on cost of 2.5% but overall borrowing reduces and is more efficient for the project. Approval required for all net disposal proceeds
c) enable loan repayments terms to be varied	Enables the Council to act as a reasonable lender in response to	Fixed in the Facility Agreement	4	Approval can only be granted by the s151 based upon a credible case for change

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
	market conditions whilst seeking to accelerate repayments were possible			

c) Human Rights Act and Other Legal Implications

The apartments are on open market sales and are not restricted in sale. No human rights implications have been identified as a result of decisions in this paper.

The Facility Agreement sets out the requirements for authorisation and execution of the sales of apartments. The contractual obligations under the terms of the agreement have complied with, unless otherwise stated within this report. This includes arrangements for the release of property charges.

d) Equalities Impact Assessment

The project has delivered good quality housing in a central location, providing much needed housing in the town centre. The properties have been marketed under the Home to Buy scheme, which allows some first-time buyers to acquire an equity loan to purchase a new build property. This scheme allows individuals and households who may otherwise struggle to borrow sufficient equity to purchase a property an opportunity to buy their first home.

No further equality issues associated with this report.

e) Property Issues

See Section 5 below.

5. **Supporting Information**

Site Description

- 5.1 The site is the southern half of the old Slough Library and is in a prominent town centre location on the junction of William St and the High Street.
- 5.2 The former library building and foundations were removed in 2017 following the opening of The Curve and the site has been developed into a 64 dwelling apartment block with retail at ground floor (see Appendix 2) abutting and adjacent to a dual branded Marriott hotel, 152 room Moxy (Lifestyle) and 92 room Residents Inn (extended stay).

Background

- 5.3 The wider Slough Library site was identified within the Heart of Slough Strategy and was granted outline consent for a 120 bed hotel along with 91 residential units and retail/leisure use in 2009.
- 5.4 The Council entered into a Limited Liability Partnership with Morgan Sindall Investment Limited and formed Slough Urban Renewal (formerly Slough Regeneration Partnership) in March 2013. This followed a competitive process that commenced in 2011 in which the Council sought a private sector partner to help bring forward its regeneration priorities via the Local Asset Backed Vehicle (LABV) model.

- 5.5 The Old Library site is one of the original option sites named in the 2013 Local Asset Backed Vehicle (LABV) Agreement.
- 5.6 In March 2015 Cabinet approved the acquisition of the Slough Library site back from the Homes and Communities Agency (as the successor to English Partnerships) under the Put and Call Agreement between Slough Borough Council (SBC) and The Urban Regeneration Agency (known as English Partnerships) dated 30th March 2007.
- 5.7 SBC is the developer and investor on the hotel element. SUR is the developer in respect of the residential block which is a standard commercial development project.
- 5.8 Planning was granted on the 29th November 2018 (ref: P/17238/000), the suite of agreements considered in the December 2018 Cabinet Report signed on the 4th June 2019 and construction works commenced earlier in the year under a Pre Contract Service Agreement (PCSA).
- 5.9 The loan facility was considered by Cabinet in October 2019 completed on the 5th December 2019 and is being utilised to fund the delivery of the residential element of the scheme. To date £9.34m has been drawn down against this facility.

Scheme Summary

- 5.10 The Old Library Residential LLP element of the wider redevelopment scheme comprises two retail units totalling c.4,000 sq.ft. and the following mix of residential units:

Schedule of Accommodation		
Unit Type	Market Sale	Total
Studios	12	10
1 Bed Apartments	28	14
2 Bed Apartments	24	24
Total	64	64

Slough Urban Renewal

- 5.11 The role of SUR is to offer a long-term approach to regeneration. Through the joint venture, the Council receives market value from the disposal of assets, with the benefit of planning and (because it is a 50% partner in SUR) receives 50% of any developer profit made upon completion of the development.
- 5.12 The commercial speculative development element of the Old Library Scheme comprises both residential and commercial space. The development receipts from the disposal of this space is then used to pay down all loans. If the receipts more than cover the loans the surplus (development profit) is shared.

The Loan Mechanism

- 5.13 This is the first time the Council has provided a loan facility for speculative commercial development. To enable the Council to act as an effective and efficient lender authority over operational level approvals (relating to the verification of valuation information, approval to disposals and the releasing of charges) needs to be delegate to an appropriate senior officer who can respond to the disposal of each of the units as they arise.

6 Comments of Other Committees

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

7. **Conclusion**

Should SBC not be able to approve disposals or release charges in a cost or time effective manner, this places the commercial viability and success of the project at risk. Delegating authority to an appropriate senior officer will enable SBC to respond effectively to each of the individual disposals as they arise.

The disposals strategy has changed since the start of this development which has resulted in a delay to open market sales than would otherwise be expected for a development of this type. Delegating authority to vary early loan repayment terms to an appropriate officer will enable the Council to work with its partner to accelerate repayments were possible whilst responding to current market conditions.

8 **Appendices**

None

9 **Background Papers**

Cabinet Report – Heart of Slough Old Library Residential Funding – October 2019

Cabinet Report – Capital Strategy 2019/24 – February 2019

Cabinet Report – Redevelopment of Old Library Site – December 2018

Cabinet Report – Redevelopment of Old Library Site – June 2017

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 21st June 2021

CONTACT OFFICER: Joe Carter, Strategic Director of Transformation

WARD(S): Central

PORTFOLIO: **Councillor Swindlehurst – Leader of the Council**
Councillor Mann – Housing, Highways, Planning & Place

PART I
KEY DECISION**NOVA HOUSE: UPDATE ON PROGRESS****1 Purpose of Report and Background**

- 1.1 Nova House is a block of 68 apartments in the town centre, converted from offices to residential accommodation in 2015. Following the tragic fire at Grenfell Tower on 14 June 2017 the cladding at Nova House failed two flammability tests and further survey work during the summer and autumn of 2017 revealed significant defects with the compartmentation within the building.
- 1.2 During September 2017 the level of defects within the building was such as to lead both the Royal Berkshire Fire and Rescue Service (“RBFRS”) and the Council to question whether the building could continue to be occupied. Throughout this period the Council and RBFRS were in regular contact with the then owners of the building and began to have concerns about their capacity to undertake the substantial remediation work required to the building.
- 1.3 The primary concerns of the Council were, and continue to be, to protect the safety of residents, the wider interests of the community as a whole, and the interests of leaseholders (some of whom are also residents of Nova House).
- 1.4 At the end of September 2017 the evidence emerging from the building was such that RBFRS was considering enforcement action which may have led to the immediate evacuation of Nova House. In order to protect the interest of residents and to ensure the necessary remediation works were undertaken, the Council decided to acquire the shares in Ground Rent Estates 5 Limited (“GRE5 Ltd”), the company owning the freehold title of Nova House, and this was completed on 7 March 2018. The Council also appointed directors to the company board. In doing so, the Council committed to, and remains committed to, resolving the dangerous Aluminium Composite Material (ACM) cladding issue present on the building.
- 1.5 Interim fire safety measures were put in place, and continue to be in place, in the building to ensure the safety of residents, pending the completion of remediation works. These have included a high-quality heat detector system, the presence of a 24 hour waking watch and immediate evacuation procedures in the event of fire.
- 1.6 On 21 January 2019, the Cabinet was asked to approve a £7m loan facility to GRE5 with the option of providing a further loan of £3m, if required, subject to the delegated authority of the s151 officer. The loan facility was approved to pay for costs associated with the remedial works programme required to bring the building up to

standard. This loan was approved by Cabinet, but it should have been approved by full Council and will require further approval.

- 1.7 GRE5 has now proposed a programme of works to rectify the main defects. A draft Development Agreement (DA) has been agreed which relates to the main works programme (predominantly cladding replacement and immediate associated works). A follow-on phase of work is also required to address other non-cladding fire safety issues. The DA will be between GRE5 and Slough Urban Renewal (SUR) (lead contractor) with additional contracts with specialist contractors as required as part of the DA. These works can be carried out without an evacuation of the building.
- 1.8 GRE5 has been successful in recently securing a substantial grant from The Ministry of Housing, Communities and Local Government (MHCLG)/Homes England (HE) to contribute towards the costs of ACM cladding replacement works. The Grant Funding Agreement (GFA) will be between MHCLG, HE, GRE5 and SUR and will cover approximately 75% of the DA costs. Due to HE's requirement for SUR to be a party to the GFA (in its role as lead contractor), SUR has requested that the Council provides a parent company guarantee (PCG) to effectively underwrite the costs under the DA.
- 1.9 Estimated costs of the works and other associated costs have significantly increased since the Council acquired the 100% shareholding of GRE5 in 2018. They have also increased since the last cabinet briefing in December 2019. Based upon current estimates, GRE5 faces a funding shortfall and will be unable fund the costs to deliver GRE5's planned works programme. The financial implications section provides a history of cost estimates for Nova House plus a funding strategy. GRE5 has limited assets and very limited options in terms of obtaining additional funding. As GRE5's 100% shareholder, this is an issue the Council will need to address and could potentially add to the Council's financial pressures this year and in subsequent years.
- 1.10 GRE5 continues to pursue a number of routes for the recovery of costs incurred on Nova House. These include a claim against the warranty provider and recovery of costs from leaseholders through service charges. There is a risk that the total costs associated with Nova House may not be fully recovered from third parties and any monies due to the Council's loan may not be recovered which would have an impact on the Council's reserves.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to:

- a) Note this update including the latest financial position;
- b) Note that there may be a requirement for an additional loan facility to be made available to GRE5 (subject to additional analysis) which will require full Council approval;
- c) Note that a Council parent company guarantee is required to enable GRE5 to enter the GFA and secure funding from HE. The guarantee should relate to the DA costs for ACM cladding and strictly associated works only;
- d) Recommend to Full Council that approval should be given for a parent company guarantee to be entered into as set out in c) above and that the Treasury Management Strategy should be amended to reflect this;
- e) Recommend to Full Council that the loan facility previously approved by the Cabinet be approved and that authority be delegated to the Chief Executive to enter into an appropriate loan agreement with GRE5;

- f) Delegate authority to the Chief Executive to develop a longer-term strategy for GRE5, including appropriate phasing of future works and options for the leaseholders or another third party to acquire the shareholding;
- g) Note that the issues arising will be dealt with as part of the ongoing financial review of the Council's governance and contract management of its Group Companies;
- h) Agree that a decision on an additional loan facility is deferred until further information on future works and costs is available in the next month and that a decision may be sought directly from Full Council if this is not in accordance with the Treasury Management Strategy; and
- i) Agree that the Council requests that GRE5 prioritise essential cladding and directly associated works under the DA and that it reviews the scope and timing of all other works outside the scope of the DA, including ongoing advisor costs in light of the Council's financial constraints.

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

(a) Slough Joint Wellbeing Strategy Priorities

The original project was intended to ensure that the private housing block was brought up to standards to meet those required for private sector housing. The Council choose to do this via acquiring the shares in GRE5, as opposed to utilising its enforcement powers under the Housing Act 2004.

(b) Five Year Plan Outcomes

The project was intended to ensure that Nova House was brought up to standard to allow tenants to safely live in the property without the need for ongoing interim measures to address the fire risks evident from the defects in the building.

4 **Other Implications**

(a) Financial

1. Costs associated with Nova House were estimated to be approximately £4m in October 2017 when the Council acquired GRE5. At the last Cabinet briefing in December 2019, costs were estimated to be approximately £7m plus VAT ¹and costs of £1.2m had been incurred by that date.
2. Total costs are now estimated to be approximately £17.8m based upon latest estimates as of May 2021. This includes legal fees, insurance advisors' fees, waking watch fees, cladding works and other fire safety works that are considered to be essential by GRE5. A summary of total costs is provided at Table 1.

¹ Note that GRE5 is exempt from VAT. Therefore costs are stated gross of VAT. The Council has commissioned additional VAT advice to consider the optimum structure for contracting for services given regulatory, statutory and legal requirements. This will also consider VAT risks for the Council including additional VAT liabilities/payments.

Table 1 GRE5 Nova House Financial Summary

COSTS £m	Total	Pre 21/22	21/22	22/23	23/34
GRE5 Nova House costs to date	5.58	5.60			
Less: PCSA costs included in the Dev Agreement	-2.20	-2.20			
	3.38	3.40			
Cladding and associated works (Development Agreement)	9.98		8.96	0.78	0.22
Other fire safety works (estimate - not yet procured)	2.40		2.07	0.26	0.07
Future operational costs	2.05		1.05	1.00	0.00
Total costs	17.81	3.40	12.09	2.04	0.29
FUNDING £m					
Homes England grant funding	7.78	0.00	6.93	0.66	0.18
Existing loan facility from Council	7.00	3.40	3.60		
Total funding	14.78	3.40	10.53	0.66	0.18
Funding surplus / (shortfall)	-3.03	0.00	-1.55	-1.38	-0.11

3. The Cabinet approved a GRE5 loan facility of up to £7m in January 2019 for fire safety remediation works. The Cabinet report also requested an additional loan facility of up to £3m if it was deemed essential by the s151 officer (to be delegated to the s151 officer and Leader with consultation with the Member for Corporate Finance).
4. The Council's Treasury Management Strategy (TMS) does not permit loans to third parties other than James Elliman Homes and SUR. A Council decision will now be required to approve any loan facility.
5. Following Cabinet approval of the loan facility, a draft loan agreement was produced although this has not been executed. Loan drawdowns have not taken place, instead the Council has established a capital programme cost code specifically for GRE5. Costs associated with Nova House that have been instructed by GRE5 have been added to the Council's cost centre in the capital programme and paid for by the Council. This has the effect of accumulating GRE5 costs associated with Nova House on the Council's balance sheet.
6. Costs of £5.6m have been incurred to date and included on the Council's balance sheet. Of this, £2.2m relates to essential works under the Pre-Construction Service Agreement (PCSA) between GRE5 and SUR. HE will fund these under its GFA. £3.4m relates to Nova House operational costs for legal fees, waking watch costs, advisors, and minor internal safety works. Of the Council's original £7m loan facility, a balance of £3.6m remains² and the Council's capital programme includes an allocation of £3.6m for GRE5 fire safety works. The loan facility approved by Cabinet has been used to fund a wide range of costs other than the fire remediation costs which was the original intended purpose of the loan facility. Cabinet needs to agree what the remainder of the loan facility should be used for and how future spend should be authorised.
7. It is highly likely that some of these costs (£5.6m incurred to date) (a) relate to Council expenditure (and not GRE5) and should be charged to the Council's revenue account and not to the capital programme (e.g. Council's due diligence costs) and (b) may not be fully recoverable under any insurance claim or action against leaseholders. GRE5 will be requested to undertake a review of all costs to establish the appropriate accounting treatment and eligibility of costs for future claims and recharges, as well as

ensuring that leaseholders have been invoiced for all outstanding service/maintenance charges. This may result in additional revenue costs for the Council (costs that should not have been capitalised on the Council's balance sheet). This may also result in an impairment in the value of any loan to GRE5.

8. In addition to the costs above, total revenue costs of £0.4m have been incurred by the Council since it acquired GRE5. i.e. not recoverable from GRE5 or any other third party.
9. GRE5 has been successful in securing a HE grant of £7.8m for cladding works. The GFA is between GRE5, HE, MHCLG and SUR (as lead contractor). The DA for these works has a value of £9.98m; HE has confirmed that £2.2m of these costs are ineligible for HE funding. GRE5 considers that all costs are essential to fulfil its fire safety responsibilities which results in a contract funding shortfall of £2.2m. The Council should require that this scope of works is subject to further assessment to ensure that the minimum scope of works is delivered given the Council's financial constraints.
10. HE requires the lead contractor to the DA(SUR) to enter the GFA alongside MGCLG, GRE5 and HE. As a result, SUR require a parent company guarantee from the Council. The Council's exposure on the DA is £2.2m (difference between the HE grant and the total contract value) although could increase if contract variations are required. The risk on this is mitigated to some extent as terms of the DA and PCSA require the Council to agree to any contractual variations in advance.
11. GRE5 continues to seek ongoing legal and insurance advice. GRE5 provided a paper to its shareholder (the Council) with its latest legal opinion in January 2021. It is anticipated that not all of the expenditure may be capable of being reclaimed via the insurance route and therefore the Council's loans are at risk of non-payment by GRE5. There is also a risk of additional costs being incurred should further work be required or third-party legal fees become payable by GRE5.
12. Claims against third parties are complicated by the current cost reporting arrangements. Whilst all transactions are accounted for by the Council and included within the capital programme, improvements can be made to further analyse all costs and account for them within GRE5 loan facility rather than the current arrangement of allocating all costs to the Council's capital programme. Service Level Agreements (SLAs) will be established for the provision of Council services to GRE5 (e.g. accounting support) to ensure there is clarity for both the Council and GRE5 as to its costs and liabilities.
13. With limited income and no assets apart from the freehold title for Nova House, which has limited market, GRE5 is unable to secure additional funding and faces a funding shortfall of at least £3m based upon current estimates. The shortfall in financial year 2021/22 is estimated to be £1.55m (see table 1). Cost estimates continue to increase, and the Council should take steps to reduce its financial exposure. The funding shortfall could be further reduced or deferred if:
 - a. works under the DA minimised to cover essential cladding works only that is recoverable from HE i.e. the scope of the works in the DA should be reassessed and reduced;
 - b. additional contracts for works not yet procured are re-evaluated and consideration is given to the scope of works, the recoverability of costs under the warranty claim or from leaseholders and a funding strategy;

- c. liaison with leaseholders continues with regard to service charges and options for ownership of the freehold of the building;
 - d. all additional costs are reviewed and reduced where possible e.g. review of waking watch cost requirements, review of legal fees and other advisors; and
 - e. monies lawfully due from leaseholders are levied by way of service charges and collected.
14. Based upon Table 1, and in the absence of any further monies from HE and third-party claims, GRE5 will require an additional loan facility of £3m through to the end of financial year 23/24 (this is in addition to the original £7m loan facility approved in January 2019). This would result in total Council loans to GRE5 of £10m. If the “other works” planned in 21/22 were to be deferred to the following year (£2.1m), there would be no requirement for an additional loan facility in 21/22 based upon current projections. It is recommended that a decision on an additional loan facility is deferred until further information on future works and costs is available in the next month.
15. It is recommended that the Council requests that GRE5 prioritise essential cladding and directly associated works under the DA to unlock HE funding. The Council should also request that GRE5 reviews the scope and timing of all other works, including ongoing advisor costs. This will require the Council to provide a parent company guarantee to SUR, to enable GRE5 to drawdown the HE grant. This will require a Council, and not Cabinet, approval and it should also be reflected in the Treasury Management Strategy. The Council could consider options to apply a cap to such a guarantee to protect its position.
16. It should be noted that HE has already provided a grant of £1.6m to GRE5 in relation to the PCSA costs (this is part of the total £7.8m total funding award). The Council should request GRE5 to transfer these monies to the Council as they relate to costs paid for by the Council.
17. Governance, management, contractual and reporting arrangements between GRE5 and the Council require updating to reflect the scale and risk of its ongoing activities. Existing arrangements were established quickly in response to the circumstances at the time of acquisition. Given this next phase of work and additional Council risk and financial obligations in relation to GRE5, arrangements should be redesigned and strengthened. This should include clearer roles and responsibilities, SLAs for key services, robust regular reporting, clear decision making processes and clearly defined revised governance arrangements. This includes a review of the Council’s shareholder representatives/director appointments.
18. The Council acquired GRE5 to enable the effective completion of the ACM cladding replacement works required to protect the residents of Nova House. Other works may be required that will need a longer term strategy that considers the necessity and phasing of any further works and options for acquisition of the shareholding by the leaseholders or another third party. This strategy has not yet been established and the Council should consider its range of options including the legal, regulatory and financial implications associated with the developed strategy. The findings of this review and proposed future strategy will be provided to Cabinet before the end of financial year 21/22.

Ability to provide funding/loan to GRE5

The Council has a number of powers to provide loans and grants to third parties.

Section 12 of the Local Government Act 2003 permits the Council to invest for any purpose relevant to its functions or to the purposes of the prudent management of its financial affairs. In making decisions on whether to invest in an outside body, the Council should act in accordance with its Treasury Management Strategy and the Prudential Code for Capital Finance and the Statutory Guidance on Local Government Investments. The guidance confirms that loans are covered by this guidance and refer to a written or oral agreement where a local authority temporarily transfers cash to a third party, joint venture, subsidiary or associate who promises to return it according to the terms of the agreement, normally with interest. The current guidance relates to decisions made on or after 1 April 2018. The Council has a Treasury Management Strategy that should contain disclosures and reporting requirements in accordance with the statutory guidance. To date, the Council has not included the loan in its Treasury Management Strategy and no loan agreement has been signed. In addition, if the Council wishes to make a material change to its Strategy during a year, a revised Strategy should be presented to full council before the change is implemented.

If the Council decides to provide an additional loan to GRE5 as an investment, it is required to seek authority for this from full council. A prudent investment policy should have two underlying objectives, namely security (protecting the capital sum invested from loss) and liquidity (ensuring the funds invested are available for expenditure when needed). The Council should separately consider the generation of a yield.

It is unlikely that the Council can demonstrate that the loan to GRE5 is justified as an investment. Firstly, the company does not have a sufficient asset to provide adequate security and repayment of the loan is based on the success of litigation and third-party recovery. Secondly, there was lack of clarity in previous reports as to how long the loan should last for, affecting the Council's ability to make decisions on its available resources in the future. The Council would need to identify a power to borrow the monies for this purpose.

Section 1 of the Local Government Act 2003 sets out a power to borrow for any purpose relevant to its functions under any enactment.

As opposed to providing a loan to GRE5 as an investment, the Council could decide to provide a grant or loan in accordance with its other powers.

	Net of VAT £m	Including VAT £m	
Cabinet reporting: costs estimate - October 2017	4.00	4.80	
Cabinet reporting: costs estimate - December 2019	7.00	8.40	
Current estimate - May 2021		17.80	
Increase in cost estimate since last Cabinet briefing		9.40	112%
Amount included in the Council's capital programme as at May 2021		-3.6	
Future cost estimate		14.41	
HE grant		-7.78	
Funding shortfall before further cost / programme review		3.03	

Section 24 of the Local Government Act 1988 permits the Council, as local housing authority, to provide any person with financial assistance for the purposes of, or in connection with, the acquisition, construction, conversion, rehabilitation, improvement, maintenance or management of any property which is or is intended to be privately let as housing accommodation. Financial assistance includes making a grant or loan, guaranteeing the performance of any obligation owed to or by that person, indemnifying that person in respect of any liabilities, loss or damage or acquiring share capital in a body corporate. Secretary of State consent is required to rely on this power, but a general consent has been provided for financial assistance, other than disposal of an interest in land or property.

As the majority of the flats within Nova House are owned by landlords who have to date been letting them out to private tenants, the works to Nova House will ensure that tenants have access to good quality and safe accommodation. The financial cost of works to remedy defects caused by flammable cladding and other defects increasing the risk of fire have been well publicised and whilst many of these costs can legally be charged to leaseholders, it is very difficult for individual leaseholders to take legal action under warranties and to fund works pending such claims. For this reason, the LGA has lobbied Government to provide funding for remediation works. In response, the Government has provided financial resources for private sector building owners to fund the cost of remediation works to replace unsafe cladding. GRE5 was successful in securing a grant to cover a proportion of the cost of the remediation works.

Providing funding under s.24 LGA 1988 could create an expectation that the Council will fund other private sector housing maintenance works. However, Nova House is the only high-rise residential block with defective and flammable ACM cladding on it and it is reasonable to argue that this creates an exceptional circumstance to justify providing significant financial support to this freehold company, when financial support has not been provided to other building owners in the past.

(b) Risk Management

The main risks for the Council in relation to Nova House are financial and are fully covered in the finance implications. GRE5 as the freeholder has responsibility for maintenance responsibilities under the leases, however this does not provide an obligation on the Council, as the sole shareholder, to provide a specific level of funding. As in most residential leases, whilst the maintenance responsibilities for structural issues lie with the freeholder, the cost of these are chargeable via service charges, subject to compliance with statutory consultation and other obligations. GRE5 have taken appropriate advice from professionals to support the board of directors with compliance with its statutory responsibilities.

As sole shareholder, the Council is responsible for appointing directors to the company board. The Council will be reviewing the company's governance arrangements alongside a wider review of companies' governance and this may include a skills audit and options to appoint independent non-executive directors. The Chief Executive has delegated authority to make such appointments.

(c) Human Rights Act and Other Legal Implications

Regulatory compliance

GRE5 is responsible for regulatory compliance of the Nova House site and has worked closely with key regulators: RBFRS, SBC Building Control and Housing Regulation.

In November 2018, MHCLG issued guidance to local authorities in relation to their Housing Act 2004 duties. This specifically addressed the profile for the hazard of fire in relation to cladding systems on high rise residential buildings. The guidance clarifies that the 2004 Act permits the inspection and rating of the common parts as separate residential premises and that this includes the exterior of the building and internal common parts of each floor and that consideration should also be given to balcony areas and terraces, service risers and ducting.

The guidance confirms that the fire authority also holds responsibility for fire hazards under the Fire Safety Order and it is recommended that there be a local protocol on the liaison between the Council and the fire and rescue authority, including the need for the Council in its enforcement role, to consult with the fire and rescue authority in advance of any action, except in an emergency situation.

The guidance confirms that interim measures such as waking watches should not be considered in the hazard assessment but will be relevant to decisions on what action should be taken in response to an assessment.

If, following assessment, a local housing authority identifies a Category 1 hazard, it has a duty to use the provisions of the 2004 Act. If the hazard is identified as a Category 2 hazard, it has the power to take action and the guidance makes it clear that in this situation, it will be necessary to show how its discretion has been used.

To date, the Council, in its enforcement role, has not conducted a formal assessment of Nova House. Instead, it has worked with the fire and rescue authority and the freeholder to seek to advise on the most appropriate works to respond to the defects identified. The Council's duties as enforcement body remain the same regardless of whether it is the shareholder of the freehold company, as Nova House remains a private sector housing block.

If the Council assessed the building as having a Category 1 hazard and served an improvement notice, this would place responsibility on the building owners and/or leaseholders to take appropriate action. There is a right of appeal against relevant notices, and this can be used by the recipient if they believe they are not the responsible person. Failure to comply with a notice gives the Council the right to do works in default and charge these back to the responsible person.

Fiduciary duty and value for money

The Council owes a fiduciary duty to its taxpayers, as well as a best value duty to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

The fiduciary duty requires that the Council has regard to the interests of its taxpayers and to balance this against the aims of a policy decision. This duty is

particularly relevant at a time when the Council is having to make difficult decisions around revenue and capital spending.

Many of the planned works to cover compartmentalisation works are not covered by the Homes England grant, which solely covered eligible ACM cladding works. It may be difficult for the Council to cover works over and above that which is strictly necessary to remove the imminent danger. It may also be difficult for the Council to justify funding works subject to recovery from the warranty provider. The benefits of these works are likely to increase the value of the leasehold flats, but unlikely to increase the value of the freehold land to any great extent. For this reason, it could be more appropriate for the Council to seek a range of alternative options as part of its strategy going forward.

Management of conflicts of interest

As the Council is the sole shareholder of GRE5, it has appointed directors to the company's board. The chair of the board is no longer an employee of the Council; however the other director is a Council Executive Director. Company directors have a duty to act in the best interests of their shareholders, which in this case is the Council, however in order to avoid a perception of bias, it is recommended that another senior officer takes responsibility for the management of the Council's interests in the project. For this reason, the delegation is to the Chief Executive.

Procurement

GRE5 submitted a procurement strategy to the Council in July 2020 which identified SUR as the preferred lead contractor. This enabled procurement of Morgan Sindall Construction and a cladding subcontractor, both of which were also being used on the nearby Hotel project. Construction projects across the country have been affected by the pandemic and proximity and availability of teams was recognised as a critical factor to manage risk of infection and secure contractors to undertake essential works. This approach was approved by the Council on the 31 July 2020.

GRE5 applied for grant funding from HE for the removal and replacement of the combustible ACM cladding on the basis of a cost plan submitted by Morgan Sindall Construction in January 2020. This application has been subjected to external review by Cushman and Wakefield to verify value for money and fair market rates. This was an essential prerequisite for any funding agreement and HE required an independent market verification.

Counsel's opinion has been sought on historic decision making and the options to progress this project. This opinion is annexed to the report as Appendix 1. It is exempt as it contains legally privileged information, which should not be shared with GRE5 or other third parties. For avoidance of doubt, this does not constitute an options appraisal but reflects legal opinion based upon a review of Cabinet and Council papers.

(d) Equalities Impact Assessment

There are no identified needs for an EIA at this juncture.

(e) Workforce

There are no workforce implications at this juncture.

(f) Property

This is dealt with within the Supporting Information section of this report.

(g) Carbon Emissions and Energy Costs

There are no carbon emissions and energy cost implications at this juncture.

5 **Supporting Information**

Table 1 provides a financial summary and refers to additional work which is required to be undertaken by GRE5 and the Council to inform the next phase of this project.

6 **Comments of Other Committees**

The matter has not been considered by other Committees.

7 **Conclusion**

GRE5 has made significant progress in securing HE grant funding which will reduce the Council's exposure to financial risk. It has also continued to maintain a safe environment for residents' and has made good progress in procuring contractors to undertake remediation works during very difficult market conditions.

However, this should be balanced against the increased costs required to the completion of all works and the potential requirement for the Council to provide an additional loan facility to GRE5 which may not be fully repaid to the Council. Given this critical stage, it is appropriate that the Council reassesses its arrangements with GRE5 and considers its options to fulfil its statutory and regulatory obligations. It should also ensure that it unlocks the HE grant funding by providing a parent company guarantee to enable the essential cladding works to continue.

8 **Appendices Attached**

Appendix 1 – Confidential Legal advice

9 **Background Papers**

None

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 21st June 2021

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

WARD(S): All

PORTFOLIO: Councillor Carter – Portfolio Holder for Customer Services & Corporate Support

PART I
NON-KEY DECISION

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

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

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

(a) That the report be noted; and

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

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

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

3a. Slough Joint Wellbeing Strategy Priorities –

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

3b Five Year Plan Outcomes

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

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

4 **Other Implications**

(a) Financial

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

Risk Management

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

(b) Human Rights Act and Other Legal Implications

Any decisions taken by officers pursuant to the statutory regulations enacted by the Government to deal with the Coronavirus pandemic, to enforce business closures and restrict assembly, could potentially be challenged under the Human Rights Act 1998 as being a breach of article 11,

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

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

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

(c) Equalities Impact Assessment

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

(d) Workforce

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

(e) Property

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

(f) Carbon Emissions and Energy Costs

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

5 Supporting Information

Governance

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

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

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

Timeline

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

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

- 24th September 2020 – pubs and restaurants ordered to close by 10pm and ‘Rule of 6’ applies.
- 14th October 2020 – new Covid tiers come into force. Slough is places in Tier 1 – medium level alert.
- 24th October 2020 – Slough moves into Tier 2 – high level alert, which introduced a ban on household mixing.
- 5th November 2020 – Prime Minister announces a new national ‘lockdown’ until 2nd December.
- 26th November 2020 – new Tier system is introduced in England to come into force on 2nd December. Slough will enter Tier 3 – very high alert which means pubs and restaurants remain closed following national ‘lockdown’ and household mixing remains banned.
- 19th December 2020 – Government revises Tier system with a new Level 4 Tier – Stay at Home with restrictions similar to those during the national ‘lockdown’ in November. The Government decides to put Slough into this highest Tier.
- 4th January 2021 – Prime Minister announces new national ‘lockdown’ for England.
- 22nd February 2021 – Government publishes a “roadmap” to gradually ease restrictions over the coming months, starting with the full reopening of schools to all pupils from 8th March 2021.
- 8th March 2021 – Step 1 of the Government’s “roadmap” begins with schools recommencing face-to-face learning for all pupils.
- 29th March 2021 – ‘Stay at Home’ rule ends. Restrictions on social contact begin to be relaxed outdoors.
- 12th April 2021 – Step 2 of the Government’s “roadmap” begins which includes the reopening of non-essential retail and outdoor hospitality.
- 17th May 2021 – Step 3 of the Government’s “roadmap” begins which includes the reopening of indoor hospitality, entertainment and events (with capacity limits), travel corridors and domestic overnight stays.

6 **Comments of Other Committees**

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

7 **Conclusion**

This report seeks Cabinet ratification of significant decisions at the first available opportunity and will enable the Council to continue to seek to meet its duties to protect public health and to serve the well being of those who live, work and visit its area.

8 **Appendices Attached**

Appendix A – Table of significant decisions

Significant Decisions taken by Silver

Reference number	Decision Required	Outcome	Date of decision	Decision made by
DEL247	Silver Decision to amend our Policy for Self Isolation Grants to accommodate a further change in Government direction	Recommendation agreed	30/03/21	SILVER
DEL248	CCG / SBC Prevention database, seeking agreeance to engage with CCG on moving this forward to engage with the 12.5k CEV's on our list	Recommendation agreed	30/03/21	SILVER
DEL249	Seeking approval on the top 10 risks on the Risk Register	Challenge is whether this is a Corporate RR OR Covid RR - to bring back to Silver for further direction from JW	30/03/21	SILVER
DEL250	The Trust - Monksfield Way Contact Centre, Libraries risk assessment for the Curve opening 12th April, Libraries risk assessment for Community libraries opening on 12th April	Recommendation agreed	30/03/21	SILVER
DEL251	Opening of OH for services and staff to come back in to the office, Silver to decide a proposed return to the office with 1st of September	Recommendation agreed in principle, KP to agree wording with JW with a phased return and the message to be managed based on service needs and business needs	30/03/21	SILVER

DEL252	SILVER are asked to approve the following recommendations: The total cost of rent relief afforded to local organisation does not exceed the budget already accrued. Any occupier of a corporate property requesting rent relief will be required to complete a "questionnaire" and provide the details below together with details of what financial support they are requesting (rent relief, rent holiday etc.).	Recommendation Agreed	01/04/21	SILVER
DEL253	Requests from Workplace Safety Group	Recommendations approved in relation to IOSH training for Associate Directors; reopening of Langley and Cippenham libraries and Chalvey on 12th April in line with Government Roadmap and following completion of risk assessments.	08/04/21	SILVER
DEL254	Frequency of Local Outbreak Management Plan meetings	Silver noted and endorsed the decision for the 'daily' LOMP to now meet on Mondays, Wednesdays and Fridays with the weekly cell meeting on Thursdays.	08/04/21	SILVER

DEL255	Requests from Workplace Safety Group	Children centre CAPS group return to Orchard Avenue - Early years and prevention team/Children centre chatty monkey group risk assessment - external provider/Chalvey Grove, Infant feeding sessions conducted by midwives/health visitors at Chalvey Grove, Elliman Ave, Vicarage Way CC/Children Centre play and stay activities Vicarage Way and Elliman Ave - Early help hub and family services team/Customer Service CAPRisk Assessment - Britwell/Cippenham/Langley/Chalvey including Chalvey hub/Community Development Team risk assessment working at Chalvey Hub/Community Development Team & Youth Outreach services - CC Chalvey go explore RA/Active Slough Outdoor basketball sessions at	15/04/21	SILVER
DEL256	Requests from Workplace Safety Group	CLS ISS risk assessment - Visiting office to collect/drop off resources/ Meetings/ School Visits / Home working	22/04/21	SILVER
DEL257	Requests from Workplace Safety Group	Active Slough - to start up sessions in specific locations again	22/04/21	SILVER
DEL258	Request from Workplace Safety Group	Recommendation relating to Priors Day Care activity approved.	29/04/21	SILVER
DEL259	Proposal from East Berkshire Health Protection Board	Recommendations in paper from EB HPB on actions to address the enduring transmission rates in Slough were supported. Weekly LOMP to review specific actions and 'ask' of Government/agencies and report back to Silver.	29/04/21	SILVER
DEL260	Priors Day Centre activities commence	Agreed for activities to commence under Covid safety guidelines	06/05/21	SILVER
DEL261	Extend contract for Covid Schools Officer	Agreed	06/05/21	SILVER

DEL262	Requests from Workplace Safety Group	Recommendations agreed for logistics team meeting, SCF contact centre and Browns Community Services, plus retrospective approval given for testing sites.	13/05/21	SILVER
DEL263	Member Briefings	Covid Member briefings to be provided in written form in the future. No more regular virtual briefings to be arranged at the present time.	13/05/21	SILVER
DEL264	Requests from Workplace Safety Group	Active Slough - Chalvey Can programmes approved	20/05/21	SILVER
DEL265	Request from Workplace Safety Group	Risk assessment for ED&AD Meetings OH Council Chamber	20/05/21	SILVER
DEL266	Request from Workplace Safety Group	Building Management - Risk assessment - staff one to one meetings. This is for staff without remote access (e.g. no PC / mobile)	20/05/21	SILVER
DEL267	Request from Workplace Safety Group	HR Payroll P60 Council chamber risk assessment (P60's into envelopes)	20/05/21	SILVER
DEL268	Request from Workplace Safety Group	MIP Transport Scoot safe event risk assessment 21st May 2021.	20/05/21	SILVER
DEL269	Request from Workplace Safety Group	Democratic Services – Mayor official photograph in Council Chamber	20/05/21	SILVER
DEL270	Request from Workplace Safety Group	Early Hub meetings - one to one meetings with children in schools, children centres and hubs	20/05/21	SILVER
DEL271	Request from Workplace Safety Group	Retrospective requests for Lateral Flow testing approved	20/05/21	SILVER
DEL272	Request from Workplace Safety Group	Preparation for surge testing if it occurs in the Borough: Silver Consideration Required - noted, some of these may not apply and this is no different to normal testing	20/05/21	SILVER
DEL272	Closure of the Covid Hib Task Group Request from Workplace Safety Group	Approved to close down Hub task group and revert to BAU	20/05/21	SILVER

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 21st June 2021

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

WARD(S): All

PORTFOLIO: Leader, Financial Governance, Economic Development & Council Plans – 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 23rd May 2021

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 JUNE 2021 TO 31 AUGUST 2021

Date of Publication: 21 May 2021

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

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

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

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

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

Page 130
This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

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

What will you find in the Notice?

For each decision, the plan will give:

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

What is a Key Decision?

An executive decision which is likely either:

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

Who will make the Decision?

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

The members of the Cabinet are as follows:

- | | |
|--|-------------------------|
| • Leader of the Council – Financial Governance, Economic Development & Council Plans | Councillor Swindlehurst |
| • Deputy Leader – Leisure, Culture & Communities | Councillor Akram |
| • Sustainable Transport & The Environment | Councillor Anderson |
| • Regulation & Public Protection | Councillor Bains |
| • Customer Services & Corporate Support | Councillor Carter |
| • Children's Services, Lifelong Learning & Skills | Councillor Hulme |
| • Housing, Highways, Planning & Place | Councillor Mann |
| • Social Care & Public Health | Councillor Pantelic |

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

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

How can you have your say on Cabinet reports?

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

What about the Papers considered when the decision is made?

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

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

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

When will the decision come into force?

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

What about key decisions taken by officers?

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

Page 132

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 - 21st June 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Administration's Manifesto 2021/22</u> To formally note the manifesto of the Administration following the Borough election held on 6th May 2021.	R&S	All	All		-	None		
<u>Cabinet portfolios and Lead Member responsibilities 2021/22</u> To receive a report confirming the Cabinet portfolios for 2021/22 and the responsible Lead Members.	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		
<u>Performance & Projects Report: Quarter 4 2020/21</u> To receive a report on the progress against the Council's balanced scorecard indicators, key projects and manifesto commitments for 2020/21.	G&C	All	All	David Hounsell, Strategic Insight Manager	-	None		
<u>Climate Change Vision</u> To seek approval of the Climate Change Vision for Slough Borough Council as part of the approach to develop the Climate Change Strategy.	T&E	All	All	Jason Newman, Environmental Quality Team Manager Tel: 01753 875219	-	None		

Portfolio Key – F&E = Financial Governance, Economic Development & Council Plans, CS = Children's Services, Lifelong Learning & Skills, C&C = Customer Services & Corporate Support, T&E = Sustainable Transport & The Environment, H&P = Housing, Highways, Planning & Place, L&C = Leisure, Culture & Communities, R&P = Regulation and Public Protection, S&P = Social Care and Public Health

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

<u>OLS - Old Library Apartment</u> To receive the latest update on the development including sales strategy and loan facility agreement.	F&E	Central	All	Stephen Gibson, Executive Director of Place Tel: 01753 875852	-	None	√	
<u>Asset Disposals 2021/22</u> To consider a report on the approach to the disposal of assets in 2021/22.	F&E	All	All	Steven Mair, Interim AD for Finance	-	None	√	
<u>GRE5 - Additional Funding Requirement</u> To receive an update on the latest financial position, including a requirement for additional funding to complete remediation works.	F&E	All	All	Steven Mair, Interim AD for Finance	-	None	√	
<u>Covid-19 Decisions Update</u> To update on the significant decisions taken by officers in response to the Covid-19 pandemic and to seek to ratify the executive decisions taken.	G&C	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		
<u>Notification of Key Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		

Portfolio Key – F&S = Finance and Strategy, P & A = Performance and Accountability, C & L = Cultural and Leisure, E & C = Education and Children, O & S = Opportunity and Skills, E & O = Environment and Open Spaces, H & W = Health and Wellbeing, N & R = Neighbourhoods and Renewal

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

Cabinet - 19th July 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Gender Pay Gap Report</u> To receive the statutory report on the Council's Gender Pay Gap for 2020/21.	C&C	All	All	Christine Ford, Equality and Diversity Manager Tel: 01753 875069	-	None		
<u>Covid-19 Decisions Update</u> To update on the significant decisions taken by officers in response to the Covid-19 pandemic and to seek to ratify the executive decisions taken.	F&E	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.</i>	C&C	All	All	Alexander Polak, Interim Head of Democratic Services	-	None	√	
<u>Notification of Key Decisions</u> To endorse the published Notification of Decisions.	F&E	All	None	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	

Portfolio Key – F&S = Finance and Strategy, P & A = Performance and Accountability, C & L = Cultural and Leisure, E & C = Education and Children, O & S = Opportunity and Skills, E & O = Environment and Open Spaces, H & W = Health and Wellbeing, N & R = Neighbourhoods and Renewal

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

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank