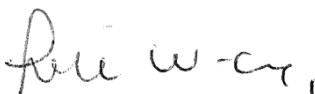


Date of issue: Friday, 16 April 2021

MEETING:	OVERVIEW & SCRUTINY COMMITTEE (Councillors Dhaliwal (Chair), Sarfraz (Vice Chair), Basra, Gahir, Hulme, Matloob, D Parmar, S Parmar and R Sandhu)
DATE AND TIME:	MONDAY, 26TH APRIL, 2021 AT 6.30 PM
VENUE:	VIRTUAL MEETING
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 07749 709 868

NOTICE OF MEETING

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



JOSIE WRAGG
Chief Executive

AGENDA

PART I

<u>AGENDA</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
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Apologies for absence.

CONSTITUTIONAL MATTERS

1. Declarations of Interest

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



<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
2.	Minutes of the Last Meeting held on 18th March 2021	1 - 8	-

SCRUTINY ISSUES

3.	Member Questions <i>(An opportunity for Committee Members to ask questions of the relevant Director/ Associate Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).</i>	-	-
4.	Future Delivery Model for Slough Children's Services	9 - 46	All
5.	Annual Scrutiny Report 2020/21	47 - 64	All
6.	Annual Petitions Report 2020/21	65 - 84	All

MATTERS FOR INFORMATION

7.	Members' Attendance Record 2020/21	85 - 86	-
8.	Date of Next Meeting - 10th June 2021	-	-

Press and Public

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

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

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

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

Overview & Scrutiny Committee – Meeting held on Thursday, 18th March, 2021.

Present:- Councillors Dhaliwal (Chair), Sarfraz (Vice-Chair. Left at 8.00pm), Basra, Gahir, Hulme, Matloob, D Parmar, S Parmar and R Sandhu

Apologies for Absence:- None.

PART I

58. Declarations of Interest

None were declared.

59. Minutes of the Last Meeting held on 28th January 2021 and the Extraordinary Meeting held on 18th February 2021

Resolved – That the minutes of the meeting held on 28th January 2021 and the Extraordinary Meeting held on 18th February 2021 be approved as a correct record.

60. Member Questions

No Member Questions had been received.

61. Performance & Projects Report: Quarter 3 2020/21

The Strategic Programme Management Officer Manager introduced a report that provided the Committee with the latest performance information and project updates for the third quarter of the 2020/21 financial year to the end of December 2020.

As the information was for the third quarter the trends would be a good indicator of the year end position. The cancellation of exams meant some of the education indicators were not comparable with previous years and the impacts of Covid-19 were evident in a wide range of performance indicators. Due to the cancellation of the local elections in 2020 the manifesto reporting was for pledges from 2019.

The portfolio of major projects was reviewed and it was reported that 12 were rated 'green', 12 'amber' and 2 'red'. The Committee noted the actions being taken in relation to the 'red' rated projects. In relation to manifesto reporting, 40 pledges were either 'completed' or 'green' and 3 were 'amber'. Performance against balanced scorecard indicators continued to be variable, largely due to the impacts of Covid-19. There were a number of positive trends reported such as a 2.2% year-on-year improvement in the recycling rate, 56 fewer homeless households and 36 more Houses in Multiple Occupation being licenced. However, indicators behind target included Council Tax and Business Rates Collection Rates which were 4.6% and 9.6%

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lower than at the same time a year ago respectively. Unemployment remained high at 8.4% and crime levels were also relatively high during the reporting period since the easing of the first lockdown. It was noted that reported crime levels had dropped during lockdowns but violent crime, public order offences and criminal damage remained relatively high during the year.

Members discussed the crime figures and asked what steps were being taken to reduce crime and anti-social behaviour. The role of the Safer Slough Partnership was highlighted and the Committee noted that the partnership was due to present a detailed report to the Neighbourhoods & Community Services Scrutiny Panel in April. A further breakdown of crime figures was requested and Members wanted to carry out further scrutiny of the levels of crime and community safety and it was agreed that members of the Committee would be welcome to attend the NCS Scrutiny Panel meeting.

Concern was also expressed about the rising unemployment rate and particularly the impact on young people in the town. Members asked what actions the Council was taking and it was responded that the Covid-19 Recovery Strategy included projects such as the Skills Hub and Innovation Space. A number of other queries were raised during the course of the discussion about specific performance issues in the report which would require more detailed responses from service areas. It was agreed the Committee would be provided responses to the following questions arising from the discussion:

- Unemployment had risen quite significantly and Members expressed concerns about youth unemployment, especially as furlough would be phased out this year. As the economy re-opened what steps was the Council taking to support and grow jobs?
- There were concerns about sustained level of rising crime and Members felt previous reports to the committee had not provided sufficient information. A request was made for a breakdown of areas affected by crime and Members would be invited to the NCS Scrutiny Panel meeting in April which included an update from the Safer Slough Partnership.
- In relation to HMO licensing, how were tenants and households being proactively contacted to ensure they were licenced?
- What was being done to help children in Slough catch up on learning as a result of Covid-19?
- How many children had been sent home of school due to Covid-19 cases/outbreaks?
- Why were 20% of children not getting their first preference of school?
- What was being done to ensure the town was being made more accessible for people with disabilities?
- Why was Manifesto Pledge 3 being shown as 'complete' when bus fares had not reduced and when only one pilot scheme had taken place?
- In relation to Manifesto Pledge 11, where were the allotments on Moray Drive?

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- In relation to Manifesto Pledge 20, how many dental practices, partners and schools had been consulted with?
- Information on the Slough Town Association of Residents should be on the Council website and Central ward councillors needed to be briefed on the engagement with members/residents on town centre regeneration.

The Committee was reminded that the report provided a high level overview of performance indicators and projects and some of the issues raised would be informative in developing the scrutiny work programmes in the new municipal year. At the conclusion of the discussion the report was noted and Members requested the further information listed above by 8th April 2021.

Resolved –

- (a) That 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 manifesto commitments be noted.
- (b) That further information be provided to the Committee on the matters raised during the course of the discussion.

62. Slough 2040 Vision

The Policy Insight Manager gave a presentation to the Committee on the development of the 2040 Vision for Slough.

The context to the Vision was explained. The Five Year Plan set out the medium term strategic priorities for the Council, however, it had been decided that there would be benefits in producing a longer term, strategic vision for the town. There had been extensive engagement over the past year with strategic and voluntary partners to develop an ambition shared vision for the next twenty years – 'Slough 2040'. A project team had been put in place and they had worked with residents, elected Members, businesses and partners to develop a picture of what stakeholders wanted Slough to be like in 20 years.

The feedback was subsequently analysed, and the leaders' group had agreed the following vision statement:

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

This vision statement was underpinned by eight priority areas, which would be the focus for delivery:

- *“Slough will have a vibrant town centre, brimming with diverse and exciting culture.*

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- *Slough will have attractive, green neighbourhoods, which bring people together.*
- *Slough will be a globally connected town, with a transport system which prioritises public and active transport.*
- *Slough will be a carbon-neutral and sustainable town.*
- *Slough will have a strong, globally renowned economy, which supports its people to prosper and live well.*
- *Slough will be a place of lifelong learning and aspiration for all.*
- *Slough will be a healthy town, where people are supported to live empowered lives.*
- *Slough will have a strong, diverse community where differences are celebrated, and everyone feels safe.”*

Partners had been asked to agree the vision and the Cabinet had endorsed it on behalf of SBC on 22nd February 2021. Members discussed the next steps to make such a high level vision meaningful for the town and for residents. It was responded that there would be a series of public events when possible. It was not proposed that the vision would be regularly revised as it was designed to be the high level approach to which other plans and strategies would align, including the Five Year Plan. The approach to delivery would be regularly reviewed in the plans that sat below the vision and the establishment of the leaders' group was a positive step in bringing partners together. The aim was to set out the longer term aspirations and tell the story of Slough.

The Committee discussed the importance of resident engagement and asked how this had been down during Covid-19 restrictions. Attempts had been made to engage a wide range of people and organisations and this process would continue over time.

At the conclusion of the discussion the report was noted.

Resolved –

- (a) That the Cabinet's endorsement of the Slough 2040 Vision be noted.
- (b) That future scrutiny of relevant aspects and priorities of the 2040 vision be considered in setting the work programmes for the Committee and its scrutiny panels in 2021/22.

63. SBC Covid Recovery Strategy Update

The Associate Director, Place Strategy & Infrastructure introduced a report that updated on the Council's Covid Recovery Strategy.

The Council had reacted swiftly in response to the pandemic in March 2020 and in addition to the immediate response it had been developing plans for the economic recovery and renewal of the town. The Recovery Strategy was aligned to the Five Year Plan and 2040 Vision. It was noted that the Government had set out a 'Roadmap' to ease restrictions from the current national lockdown and this would help start the process of economic recovery.

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The priorities of Slough's recovery plan included supporting business recovery and reopening; supporting vulnerable residents, for example with debt advice; tackle backlogs in demand for services; improving access to Council services through the new operating model; building on the community and partnership work of One Slough; and adapting to the workforce flexibility that had become a feature of the past year. A key priority was to tackle the rise in unemployment and the Committee was updated on the Future Skills Hub and Slough Innovation Space projects.

(Councillor Sarfraz left the meeting)

Members highlighted the importance of building up a very clear understanding of the labour market with high quality data and information to ensure action plans and projects were properly targeted. It was important to ensure practical support was provided, for example, the www.berkshireopportunities.co.uk website that had recently gone live to help people find new jobs did not appear to have a high number of available positions in Slough. Officers were therefore asked to ensure that as many local jobs as possible were advertised through such sites and that other practical help was in place such as support for CV writing and interview techniques. In relation to data and intelligence, the Associate Director commented that one of the key features of the Council's new operating model was a data and insight team to help inform plans and service delivery. The Committee also discussed the impact of changing working patterns arising from the pandemic and the type of businesses that may benefit from the Slough Innovation Space project.

It was noted that a further report on the innovation space and and skills hub projects would be presented to the Committee and to Cabinet later in the year. The report was noted.

Resolved –

- (a) That the updated on the Council's Covid Recovery Strategy be noted.
- (b) That an update on the Future Skills Hub and Innovation Space projects be presented to the Committee later in 2021.

64. Proposed Scrutiny Panel Structure

The Policy Insight Manager introduced a report that sought the Committee's formal endorsement for the proposed new scrutiny panel structure.

The proposed changes sought to improve the alignment to the new directorate structure and to Cabinet portfolios; balance the relative workloads of the panels; reduce duplication of some policy areas; and clarify the most appropriate group to take forward work on key priority areas such as employment and skills.

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The appendix to the report set out the proposed structure. The Overview & Scrutiny Committee would lead on overarching strategies and oversee the work of three scrutiny panels:

- People Scrutiny Panel, which combined children and adult services;
- Customer & Community Scrutiny Panel; and
- Place Scrutiny Panel.

The proposal had been developed by the Joint Cabinet Scrutiny Working Group and would be considered by the Member Panel on the Constitution which would decide whether to recommend the changes to Council. Members were supportive of the new structure and agreed that it be endorsed. Members sought assurance that the new structure would have adequate resources to support scrutiny following the staffing restructure. The Policy Insight Manager responded that responsibility for scrutiny would be moving to democratic services and that there was a high level corporate commitment to ensure the scrutiny process was well supported and effective. Members asked that future reports set out more specifically the resources that would be available to the scrutiny function to carry out its roles.

Recommended – That the proposed amendments of the Constitution at Article 6 and Part 4.5 to reflect the new structure of scrutiny panels be endorsed.

65. Forward Work Programme

The Policy Insight Manager summarised the Committee's Forward Work Programme for the remainder of the municipal year.

The work programme for the meeting scheduled for 8th April included Slough Urban Renewal Partnership Business Plan and Gender Pay Gap reporting, both of which were in the Cabinet forward plan for April. However, these reports had been deferred from Cabinet and would not therefore be ready for scrutiny.

Following discussion, it was proposed and agreed that the meeting be re-arranged for later in April with a report on the new model for children's services in Slough and the standing items for April of the Overview & Scrutiny Annual Report for 2020/21 and the Petitions Annual Summary.

Members had also expressed an interest in the work of the Safer Slough Partnership (SSP). It was noted that the SSP would be presenting a report to the Neighbourhoods & Community Services Scrutiny Panel in April and Overview & Scrutiny Committee members would be invited to that meeting.

Resolved – That the Forward Work Programme, as set out in Appendix A of the report be updated and noted.

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66. Members' Attendance Record

Resolved – That the Members' Attendance Record for 2020/21 be noted.

67. Date of Next Meeting

The date of the next meeting, currently scheduled for 8th April 2021, would be re-arranged to a new date later in April.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.31 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 26th April 2021

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

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

THE FUTURE DELIVERY MODEL FOR SLOUGH CHILDREN'S SERVICES

1. Purpose of Report

This report provides the Committee with an opportunity to consider and scrutinise the future delivery model for children's services in Slough following approval by Cabinet at its meeting on 15th March 2021.

The governance arrangements for Slough Children's Services Trust have been changed to make it wholly owned by Slough Borough Council, and from 1st April 2021 the company became known as Slough Children First.

2. Recommendation(s)/Proposed Action

The Committee is requested to:

(a) Scrutinise and comment on any aspect of the report and to consider the future arrangements for scrutiny of the company.

(b) Note the following resolutions of the Cabinet held on 15th March 2021.

1. *"That the Company's articles of association be approved, to make it wholly owned by the Council, including agreeing a change in its name to Slough Children First Limited, and to the reserved matters set out in paragraph 6.4 of the report;*
2. *That it be agreed that the targeted Early Help and Not in Employment, Education or Training (NEET) services functions being transferred to the Company with a proposed start date of no later than 1 July 2021;*
3. *That the Council enter into the Governance Side Agreement with the DfE setting out details of the consent and consultation rights exercisable by the Secretary of State whilst specified functions are subject to statutory intervention;*

4. *That the Council enter into a five year (extendable by two years) service delivery contract with the Company with a proposed start date of 1 April 2021;*
5. *That the Council enter into formal support services arrangements by 1 September 2021;*
6. *That it be agreed to write off £2.4m of the accumulated Children's Services Trust Company deficit incurred in the initial years of the contract for providing services to Children, with the remainder covered by DfE grant as assumed in the Council's 2021/22 – 2023/24 Medium Term Financial Strategy and the MHCLG Capitalisation Directive;*
7. *That a loan be approved from the Council to Slough Children First Ltd of £5m to provide the company with working capital, to be repaid within 30 days of the final payment to the Company in relation to the contract;*
8. *That delegated authority be given to the Executive Director of Corporate Resources, in consultation with the Executive Director of People (Children) and the Leader to:*
 - a. *finalise the details and commencement date of the service delivery contract and other associated documents, including licences and leases for property, and to implement the arrangements;*
 - b. *grant licences for the Company to use Council property as required from 1 April 2021;*
 - c. *finalise the terms of the loan agreement.*
9. *That delegated authority be given to the Chief Executive, following consultation with the Leader of the Council, to:*
 - a. *agree the final scope of services to transfer to the Company by 1 July 2021 and to agree any further services to transfer to the Company, subject to this not involving the transfer of more than 20 additional staff;*
 - b. *make decisions on reserved matters as the Council's member representation, including agreeing the adoption of the final agreed version of the Articles of Association;*
 - c. *finalise the details of the Governance Side Agreement."*

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

3.1. Slough Joint Wellbeing Strategy Priorities

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

3.2. Five Year Plan Outcomes

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

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

Children's centres and family hubs will form part of the core locality networks which include a range of services aligned to locality wide objectives. It will allow improved data sharing, meaningful data insight and on the ground community insight. These will help target preventative and early help services to ensure that we are using resources where they will have the most impact to these areas, taking a more holistic view of service provision with our communities.

4. Other Implications

4.1 Financial

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4.2 Risk Management

Recommendation from section 2 of the Cabinet report	Risks/Threats/ Opportunities	Controls	Risk level	Outcome
To approve the Company's articles of association to make it wholly owned by the Council, including agreeing a change in its name to Slough Children First Limited, and to the reserved matters set out in paragraph 6.4.	Risk that the Company is not well run and that services to vulnerable children decline and/or that the Company does not maintain suitable financial control. Opportunity to better integrate children's services within the Council.	The Council will have three seats on the Company Board and thus significant influence in the running of the Company. The Chief Executive of the Company will also be a Council employee. The Council retains reserved matters rights over significant matters to ensure adequate control over strategic decisions. There will be regular governance groups and monitoring by the Council.	Risk is reduced from the current arrangements .	All such risks are outweighed by the benefits
To agree to the targeted Early Help services function being transferred to the Company with a proposed start date of no later than 1 July 2021;	As above Real opportunity to ensure that Early Help and Social Care Services are better integrated.	The relevant Associate Director and Group Manager for Early Years Services will continue to be a Council employee, seconded part time into the Company.	Negligible	Demand on higher cost services is reduced

<p>To enter into the Governance Side Agreement with the DfE setting out details of the consent and consultation rights exercisable by the Secretary of State whilst specified functions are subject to statutory intervention.</p>	<p>The Council will be bound by the terms of the GSA.</p>	<p>The GSA clearly delineates roles and responsibilities of the Council and the Secretary of State during the period of statutory intervention and thus assists the Council in the proper fulfilment of its responsibilities.</p>	<p>Negligible</p>	<p>N/A</p>
<p>To enter into a five year (extendable by two years) service delivery contract with the Company with a proposed start date of 1 April 2021.</p>	<p>Risk that the short timescale will result in some matters not being satisfactorily resolved.</p>	<p>Extensive work has taken place to fully consider relevant matters with appropriate Legal advice on all sides. It is intended that the SDC will have clauses giving the Council open book accounting rights and step in rights if services are not being run in accordance with the terms of the contract.</p> <p>There will be a contract management function within the Council independent of the Children's services teams.</p>	<p>Low</p>	<p>Appropriate levers to ensure Company operates within contract expectations.</p>

<p>To enter into formal support services arrangements from 1 September 2021.</p>	<p>The Company will not have detailed Service Level Agreements in place by this date.</p> <p>Services to children will not be able to operate without appropriate support services.</p>	<p>Formal written agreements have not always been in place to date with the Trust so this does not pose increased risk. The current arrangements are anticipated to continue in the short term, to allow the Council's current restructure to complete and further analysis on the future model for support services to the Company. These arrangements will be subject to a separate support services agreement.</p>	<p>Negligible</p>	<p>SLAs will be developed over the coming six months, securing both the interests of the Council and Company.</p>
<p>To write off £2.4m of the accumulated Children's Services Trust Company deficit with the remainder covered by DfE grant as assumed in the Council's 2021/22 – 2023/24 Medium Term Financial Strategy and the MHCLG Capitalisation Directive.</p>	<p>This enables the Company to set up, and draws a line under the historic debt.</p>	<p>In line with the rest of the Capitalisation Directive, will be covered by sale of assets over future years.</p>	<p>Very low</p>	<p>Company viability</p>
<p>To approve a loan from the Council to Slough Children First Ltd of £5m to provide the company with working capital, to be repaid</p>	<p>The Company is badly managed and runs up a deficit.</p>	<p>The Contract allows for full open book accounting and there will be regular governance and monitoring, as</p>	<p>Low</p>	<p>The Company has working capital in its first month and is therefore viable.</p>

within 30 days of the final payment to the Company in relation to the contract.		well as an in-year mechanism to ensure appropriate funding levels are kept under review.		
To delegate authority to the Executive Director of Corporate Resources, in consultation with the Executive Director of People (Children) and the Leader for various matters as set out above.	This allows the practical realisation of the above recommendations .	Expert independent legal advice is obtained as all agreements are drawn up. Arrangements can be reviewed in the future. The Executive Director of Corporate Resources will only exercise these powers where the decisions are in accordance with Council policy and internal procedures and in accordance with the Council's agreed budget.	Low	
To delegate authority to the Chief Executive, in consultation with the Leader of the Council for various matters as set out above.	This allows the practical realisation of the above recommendations .	The Chief Executive will only exercise these powers where the decision is in accordance with agreed Council policy and budget.		

4.3 Human Rights Act and Other Legal Implications

a) Human Rights Act Implications

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

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

b) Legal Implications

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

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

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

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

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

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

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

c) Equalities Impact Assessment

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

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

d) Data Protection Impact Assessment

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

e) Workforce

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

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

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

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

5. Supporting Information

- 5.1 In 2014 Slough Children's Social Care Services were placed under Statutory Direction by the Secretary of State. For the period during which the Direction remains in place, the DfE requires that Children's Social Services have

'operational independence' from the Council, and Slough Children's Services Trust was established in October 2015.

- 5.2 On 14 October 2019, Cabinet received a report following a peer review of the Children's Services Trust. This report noted the financial position of the Trust, and made recommendations for some additional funding to be transferred to help reduce further financial pressure.
- 5.3 On 16 December 2019, Cabinet received a report updating the financial situation of the Trust, which agreed a one-off capital injection of £1m, subject to a further £1.969 being made available by the Department for Education.
- 5.4 Whilst Children's Social Care services were delivered by the Company, Universal Services, Early Help and Targeted Youth Support Services remained within the Council. Responsibility for the administration of the Troubled Families programme later moved from the Company to the Council.
- 5.5 Following an options proposal in July 2019 to look at future models of delivery and further consultation, it was proposed that Children's Services in Slough will move towards a local authority owned company (The Company), with all services under the single accountability of a new combined Director of Children's Services (DCS)/Chief Executive post. With the move to a new Company and combined DCS comes the opportunity to look at the Slough's Children's Services Target Operating Model.
- 5.6 PeopleToo were commissioned to provide an independent assessment of services to determine which should be undertaken within the new Company. Their business case for the changes proposed is shown at **Appendix 1**. Their conclusions are summarised as follows.
- 5.7 Demand for statutory social work interventions in Slough continues to rise. Although lower than statistical neighbours, Slough's child in care population has increased per 10,000. This is attributable to children staying in care for longer periods of time and an increase in appropriate decision making in respect of children's welfare. Children are being supported with increasingly high and complex needs. To be able to improve outcomes the Council, Trust and the DfE recognise the need to reconsider the current operating models and move towards a whole systems approach.
- 5.8 This Business Case outlines two options in achieving this whole system approach and considers the risks associated with each option. **Option 1** is to take a phased approach to transformation where Universal Services operating at Tier 1 and 2 and Troubled Families will remain within the Council. The Family Support Service and the Targeted Youth Prevention Service, inclusive of NEET under the new structure agreed as part of the Councils Our Futures Programme, will transition across to the new Company at a mutually agreed date no later than the 1st July 2021.
- 5.9 With Option 1 comes the recommendation to review this structure once embedded, to ensure that outcomes are being maximised in the most effective and efficient way. **Option 2** is to move all services delivered by the Council (excluding Education) into the Company at a mutually agreed date no later than the 1st July 2021.

- 5.10 The Transition Steering Group (a joint DFE, Trust and Council Officer group) meeting on the 15th December 2021 proposed that Option 1 would at this time be the preferred approach. Details of the posts that will transition from the Council are included within a separate confidential document. It has also been agreed that all current services (intensive intervention and statutory services) delivered by Slough Children's Services Trust operating at Tier 2,3 and 4, will transition across to the new Company on the 1st April 2021. Given the observations of how dependent the current system process is on business support, it is proposed that the business support posts move across from the Trust to the Company to ensure service stability, with the recommendation that a health check of the Children's Services Case Management System Liquid Logic is undertaken. If functionality is maximised this should be a system that is not time consuming for practitioners and allows them to manage their own workflow accordingly. This could see a reduction in the business support staff currently operating elements of this process on behalf of practitioners but would need to be carefully planned to minimise any impact on recording.
- 5.11 At the same time, the Company will complete the move to join Regional Adoption Agency arrangements, and the transfer of nine staff into this arrangement. Cabinet previously approved this move in December 2019. This should allow our children to draw from a wider pool of adopters, achieving stability and permanence more quickly than at present.
- 5.12 It should be noted that this Business Case relates to the Teams directly involved in the delivery of Children's Services including Business Support but not Corporate Support Services such as Finance and HR, which have been the subject of a separate business case.
- 5.13 The provision of corporate support services has developed historically since the establishment of the Trust with services being directly delivered by the Trust as well as by the Council. The Trust has its own Finance, HR, Communications and Customer interface functions and other services including Data and Governance, Improvement projects and executive team support. The Trust has Finance transactions, Payroll, IT services, Property and Facilities Management and Insurance provided by the Council and contracts externally for Legal services.
- 5.14 Given the current position of corporate support services and the timescales of transitioning to a Company, the key principles that have been proposed in the business case are:
- a. There is no change to service provision as of 1st April 2021 to ensure continuity and allow more development of Service Level Agreements (SLAs).
 - b. SLAs for all services in scope are critical to determining and agreeing the service requirements and how this can best be delivered from the perspective of efficiency, service quality, resilience, and sustainability. The development of SLAs is a priority particularly for Procurement, Finance, HR, IT and Digital and Property FM. This work should commence prior to 1st April 2021 and be completed by 30th June 2021 with SLAs for other services to be completed by 30th September 2021. All costs and funding sources need to be considered in the development of SLAs and any subsequent changes to SLAs and service provision need to be mutually agreed. Quality of service provision and meeting the specification set out in the SLAs will be the key

measures and if there is on-going failure to meet the requirements then there would be an option to discuss alternative provision and the financial consequences will need to be managed between the parties.

- c. The Council will charge for service at full cost including direct costs and service overheads but not corporate overheads.

6. Board Arrangements and Reserved Matters

- 6.1 The proposal to develop a wholly owned Company gives the Council significantly more influence over the running of the Company, and alongside the merging of the roles of Executive Director of Children, Learning and Skills, and Chief Executive of the Company, offers the opportunity for much closer working across the Company and the Council. This offers the potential for increased integration and better outcomes for children and young people.
- 6.2 The Chief Executive of the Company will also be an Executive Director of the Council, report to the Council Chief Executive and be a member of the Corporate Management Team. Performance Information of the Company will be shared with the Council. Governance will take place through the monthly oversight of a Council Commissioner, and quarterly formal governance meetings including the Chief Executive, Executive Director of Corporate Resources and the Lead Member. A Service Delivery Contract is being drawn up, specifying the outcomes from the Company, the manner of its functioning, and the performance to be monitored
- 6.3 The Council will nominate three non-executive Directors to the Company Board. There will be a further three independent non-executive Directors, three executive Directors, and an independent Chair.
- 6.4 Whilst the Board will have operational freedom to run the Company, the following will be reserved matters requiring Council approval as the sole owner of the Company:
 - Any appointment and/or removal of the Chief Executive or a Council Director and/or any changes to the terms of such appointments;
 - Any change to the membership of the Company;
 - The annual approval of the Business Plan and any in-year variation to the business plan;
 - Any changes/amendments to the articles;
 - The voluntary winding up of the Company or dissolution or appointing any liquidator or administrative receiver of the Company or any of its assets (save where the Company is insolvent or any action is necessary by the Directors in order to comply with their statutory duties or to avoid potential civil or criminal liability);
 - The entering into by the Company of any new third party contracts for the provision of services by the Company to third parties which are outside the

scope of the Service Delivery Contract and/or the Business Plan and which have a total value in excess of £181,302;

- The entering into by the Company of any borrowing, credit facility or investment arrangements (other than trade credit in the ordinary course of business) with third parties of more than £250,000;
- The entering into by the Company of any other contractual arrangement with the Council for the provision of other services to the Council following the service commencement date of the Service Delivery Contract, but only to the extent that any such contractual arrangement falls outside the scope of the Service Delivery Contract and/or the Business Plan;
- Any proposal by the Company to form any legal entity or undertaking in which the Company would be a member, shareholder or hold any analogous position in any jurisdiction or acquiring shares in any other company;
- Participating by the Company in any partnership or joint venture whether incorporated or not or amalgamating or merging the Company with any other company or business undertaking, but only to the extent that such arrangements fall outside the scope of the Service Delivery Contract and/or the Business Plan;
- The Company giving any guarantee, suretyship or indemnity outside the ordinary course of its business to secure the liabilities of any person or assume the obligations of any person (other than the Company or a wholly owned subsidiary of the Company);
- The selling or disposing of in any way whatsoever any part of the business (including assets) of the Company;
- Dealing with any surpluses of the Company, other than those surpluses which are agreed, pursuant to the Business Plan or Service Delivery Contract, that may be retained by the Company;
- The Company acquiring, or agreeing to acquire, any freehold or leasehold interest in or licence over land except where the Member is the seller, lessor or licensor (as applicable) of the land in question, in which case Member approval pursuant to this Article shall not be required;
- The Company creating any encumbrance over the whole or a significant part of its undertaking or assets;
- Any changes to the Company name, trading name or registered office of the Company or physically relocating the headquarters of the Company;
- The Company commencing, settling or defending any significant claim, proceedings or other litigation brought by or against it, except where they are a part of the Company's ordinary course of business and/or operations;
- Appointing or removing an auditor, and acquiring assets outside the scope of the Service Delivery Contract and/or the Business Plan.

7. The Governance Side Agreement

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

7.2 Consent rights:

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

7.3 Consultation rights:

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

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

8. Company Objects

- 8.1 The Trust took services from “inadequate” to “requires improvement to be good”. Now is the time to push forward to ensure services are good or better. The close partnership with the local authority, the integration of targeted early help services and the bringing together of the Executive Director of People (Children) and the Chief Executive of the Company creates a unique opportunity to realise the Council’s ambitions for vulnerable children and families in Slough.
- 8.2 Creation of the Company allows for the following benefits:
- Improved resilience of the service, and flexibility and adaptability to allow the service to strengthen and grow;
 - Improved financial benefits due to increased efficiencies;
 - Improved safeguarding of children and the quality of the delivery of service to children and their families;
 - Opportunity for the Company and SBC to work together collaboratively with increasing clarity and objectivity to build trust and mutual confidence leading to better outcomes for children and their families in Slough.
- 8.3 The objectives of the Company are to provide social care, youth offending and other related services and support to children, young people and their families for the advancement of the community, and in particular:
- To provide high quality and coordinated services in connection with children, young people and their families, including in relation to safeguarding, children in care and at the edge of care, children leaving care and adoption and fostering services;
 - To innovate and to secure improvements in the quality, effectiveness and value for money of the services provided to children, young people and their families in respect of social care, family support and youth offending services;
 - To advance and promote social care, family support and youth offending services available to children, young people and their families;
 - To work collaboratively with other agencies to identify the individual social care needs of children and young people and to establish suitable arrangements to prepare for and meet such needs;
 - To make a positive and effective contribution to multi-agency early intervention support for children, young people and their families to avoid the need for more intensive social care support;
 - To ensure that effective care planning and appropriate intervention is in place which protects children from harm, reduces the need for children to be in care unless absolutely necessary, and supports those in care;

- To establish and operate arrangements based on best practice and innovation and to work in partnership with all agencies involved with children, young people and their families to encourage and support children and young people to achieve positive outcomes; and
- To establish, promote and encourage the development of collaborative working arrangements between individuals and organisations in the field of information, advice, guidance and support to deliver high standards of social care, family support and youth offending services to children and young people.

9. Comments from Other Committees

A version of this report was presented to the Cabinet on 15th March 2021 and the resolutions are set out in Section 2 of this report.

10. Appendices

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

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Slough Children's Services

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

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Executive Summary

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

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

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

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

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

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

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

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

Background

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

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

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

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

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

Figure 1 % Population Variation from Current Group

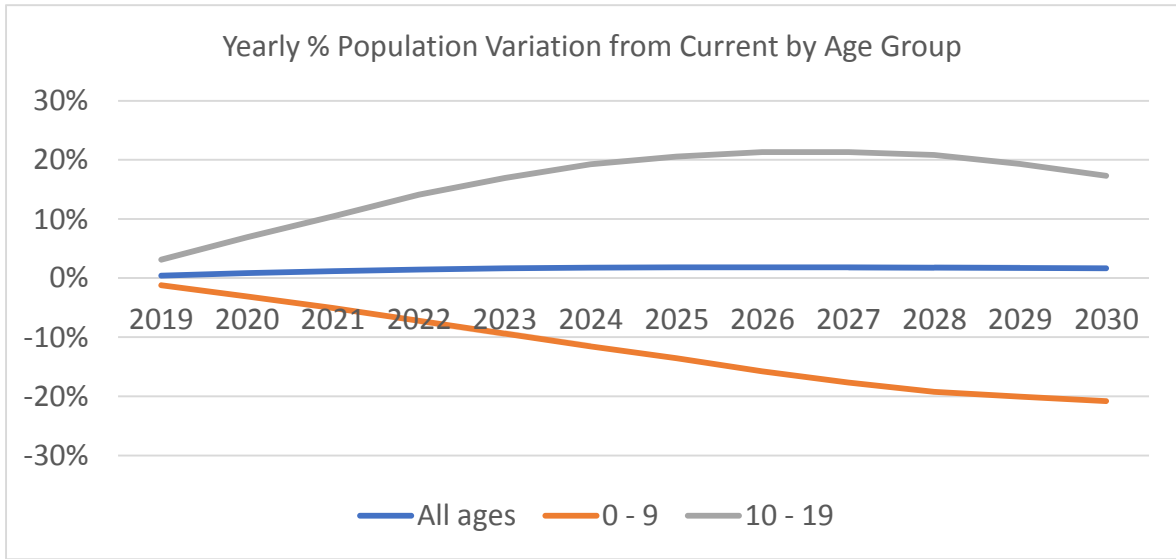
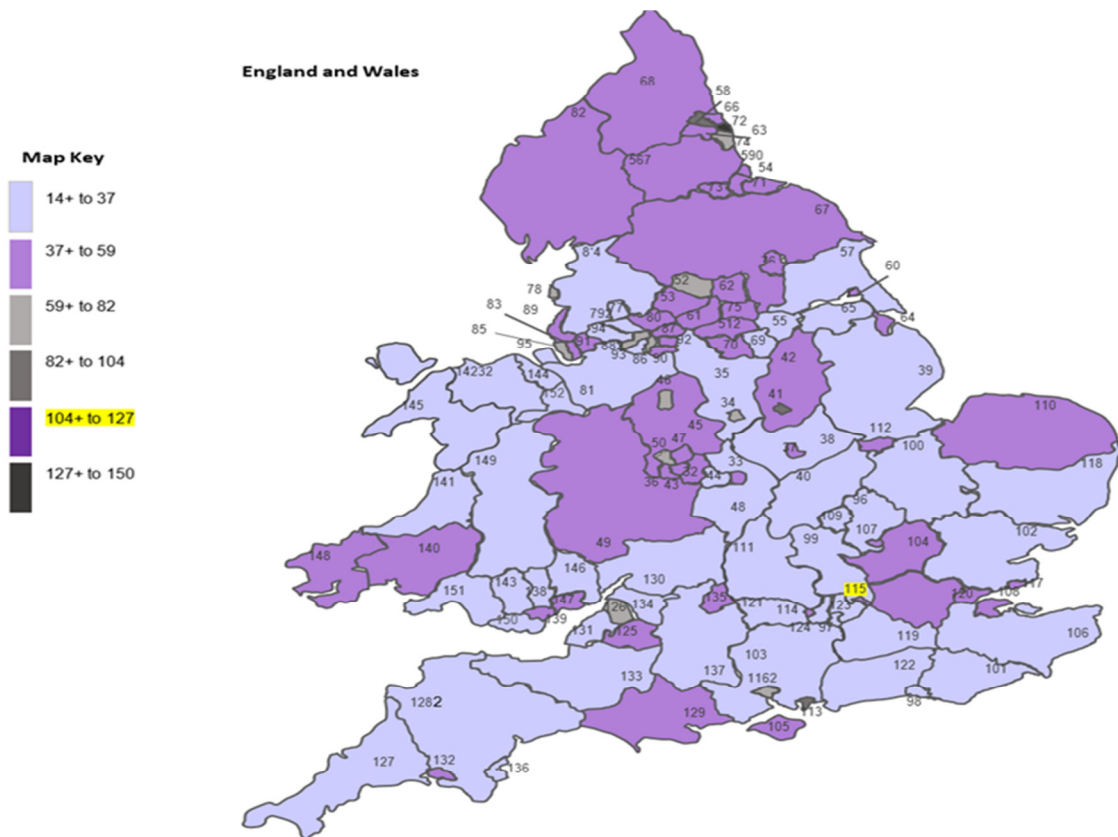


Figure 2 In Slough the rate of young people cautioned or sentenced per 10,000 of general 10-17 population was 115 year ending March 2019.



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

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

Slough's Early Help and Prevention

Associated Benefits

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

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

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

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

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

Key Assumptions

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

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

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

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

Risks

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

Risk associated with Option 1

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

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

Risks associated with Option 2

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

The Scope of the Services Going into the LAoC

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

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

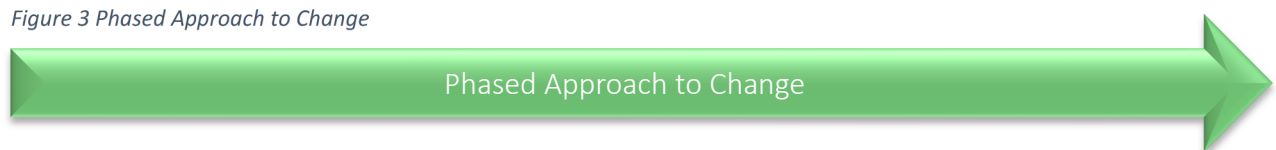
Proposed services moving to LAoC as phase 1:

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

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

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

Figure 3 Phased Approach to Change



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

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

Phase 2: Embedding practice

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

Phase 3: Review

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

Slough's Target Operating Model

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

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

Figure 4 Proposed Target Operating Model Phase 1

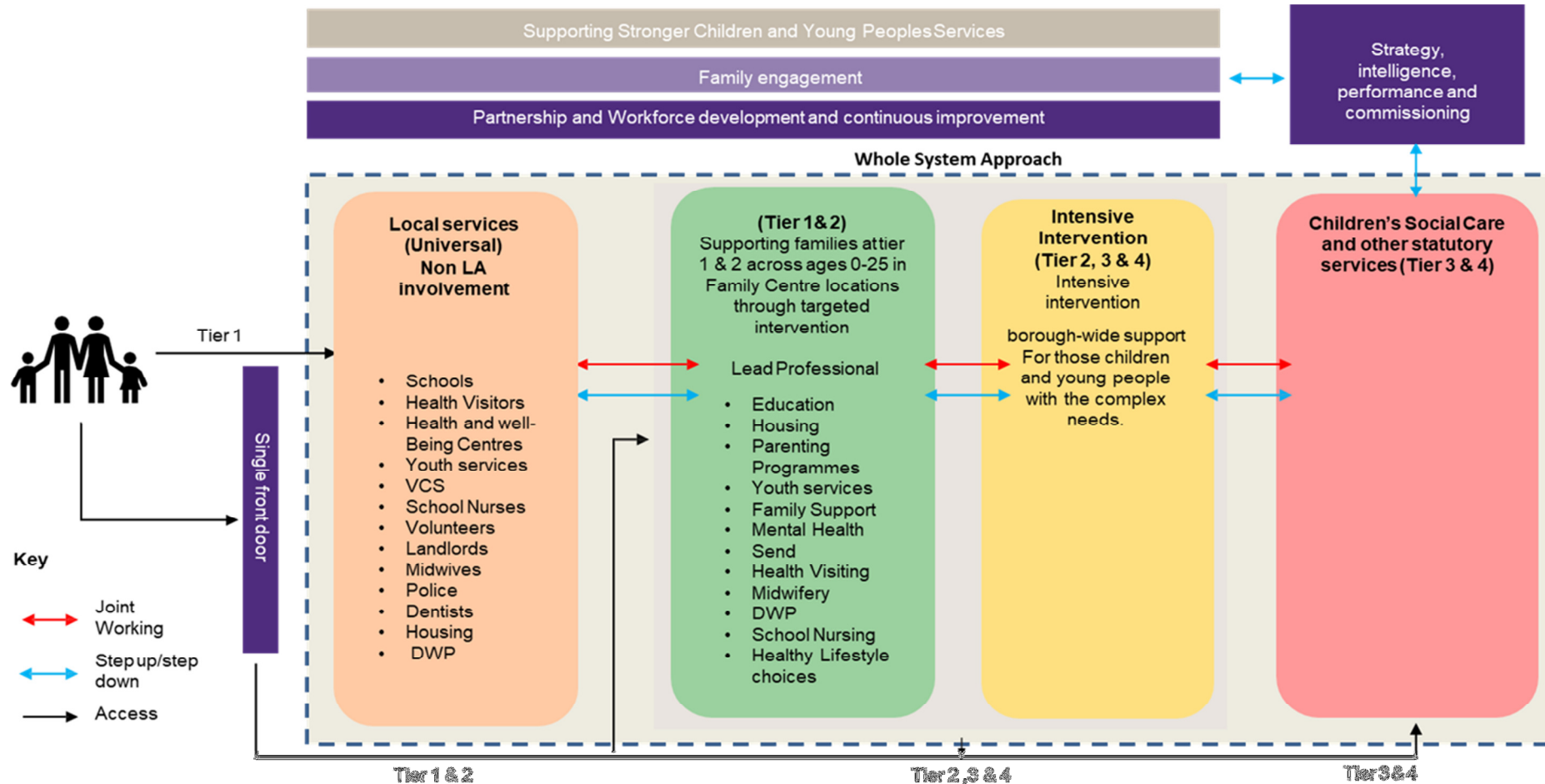
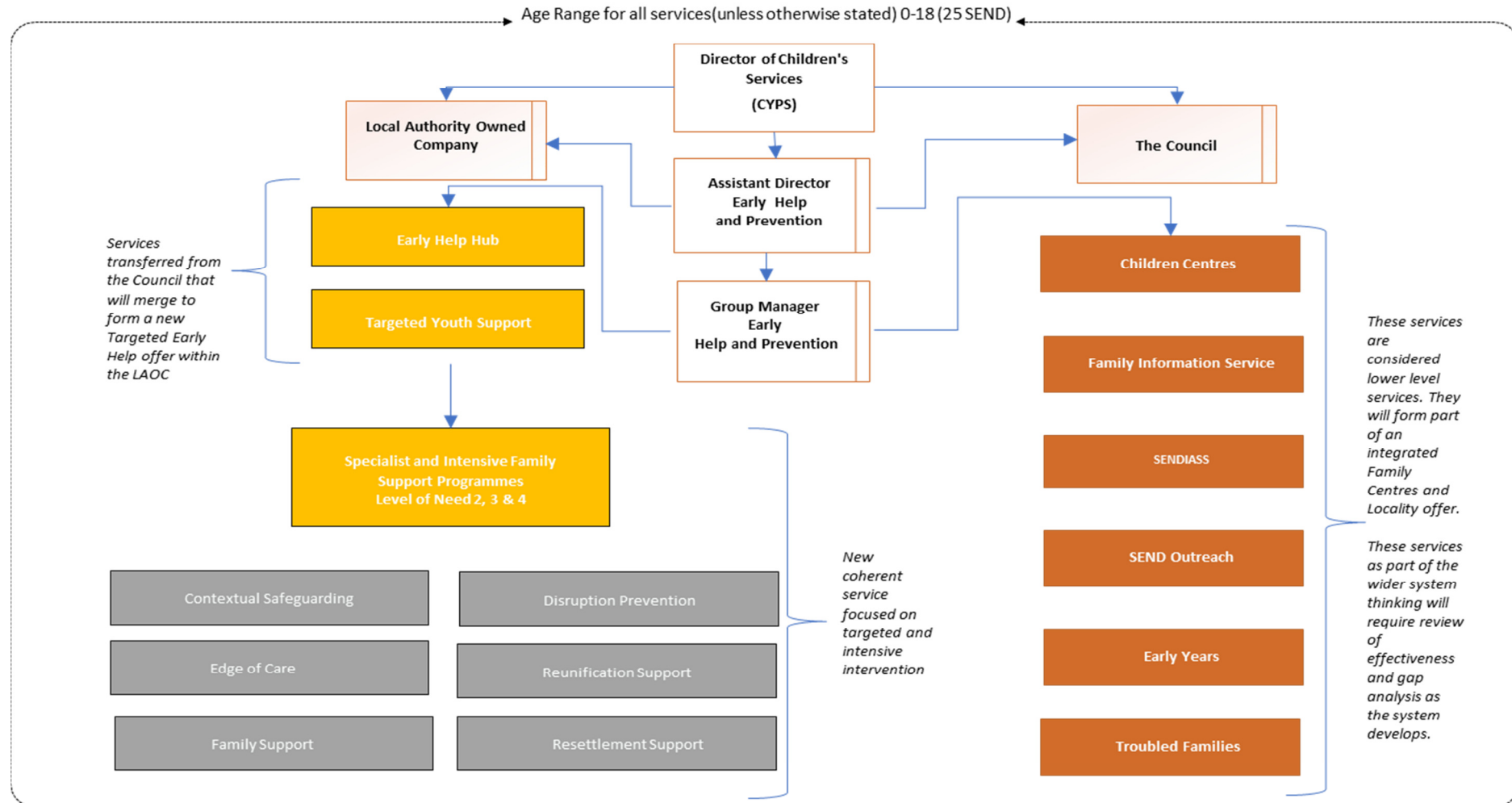


Figure 5 Directorate Structure Phase 1



Operational Business Support

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

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

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

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

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

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

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

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

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

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

Conclusion

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

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

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

Equality Impact Assessment

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

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

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

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

Action Plan and Timetable for Implementation

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

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

Name: Eleni Ioannides
Signed:(Person completing the EIA)

Name:
Signed:(Policy Lead if not same as above)

Date:

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 26 April 2021

CONTACT OFFICER: Tom Overend, Strategy & Policy Lead
(For all Enquiries) (01753) 875847

WARDS: All

PART I
FOR COMMENT AND CONSIDERATION

DRAFT ANNUAL SCRUTINY REPORT 2020/21**1. Purpose of Report**

1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with the Draft Annual Scrutiny Report which will be submitted to Council.

2. Recommendation

2.1 The committee is requested to:

- a) endorse the report, subject to any amendments, before it is presented to council.
- b) consider what lessons can be learned from scrutiny this year, to enhance scrutiny in future years.

3. The Slough Joint Wellbeing Strategy, the Joint Strategic Needs Assessment and the Five Year Plan

3.1 Overview & Scrutiny plays an important role in scrutinising the progress made in the delivery of all aspects of the SJWS.

3.2 Overview & Scrutiny is central to ensuring accountability in the delivery of all five priority outcomes of the Five Year Plan.

- 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

3.3 The Overview & Scrutiny Committee receives quarterly reports on the council's progress against the Key Performance Indicators identified against these priority outcomes.

4. **Other Implications**

(a) Financial

The work of the scrutiny function is included within existing SBC budgets.

(b) Risk Management

Recommendation	Risk/Threat/Opportunity	Mitigation(s)
Endorse that the report be presented to council.	The information and narrative is not agreed by the Overview & Scrutiny Committee	The report will accommodate any amendments by members.
Consider lessons that can be learned.	Scrutiny fails to	Producing a lessons learned summary, which can be included alongside the report.

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. The work of scrutiny functions in local authorities is outlined in the Local Government Act 2000.

(d) Equalities Impact Assessment

There are no Equality Impact Assessments required as a result of this report.

5. **Supporting Information**

5.1 At the last meeting of Overview and Scrutiny Committee for each municipal year the committee receives the draft Annual Scrutiny Report.

5.2 Annual reports are an opportunity to review the scrutiny work programme for the past year and assess the impact scrutiny has had on influencing policy. Looking at an annual report can help us to understand the nature of the work undertaken by Overview and Scrutiny and to assess its effectiveness. It also gives an opportunity to reflect on any lessons learned during the year to help guide future work.

5.3 The production of an annual report is a constitutional requirement and in addition the committee “must report annually to the full council on future work programmes and amended working methods if appropriate.” The Overview and Scrutiny Committee is provided with a draft of the Annual Scrutiny Report which highlights some key achievements from the year where scrutiny has made a difference.

5.4 This year the structure of the report has been altered to try to focus on particular examples of effective scrutiny by the Overview & Scrutiny Committee and the three scrutiny panels. Further information has been included on the work of the scrutiny chairs via the joint working group.

6. **Conclusion**

- 6.1 The Local Authority, through its Overview and Scrutiny Function, has an influential, as well as statutory, role in scrutinising the activities and performance of the Cabinet and External Bodies (e.g. the Clinical Commissioning Group). The Annual Scrutiny Report provides an opportunity to communicate the work the committee and its panels have undertaken, challenges faced and the improvements made as a result of scrutiny.

6. **Appendices Attached**

A Draft Annual Scrutiny Report 2020/21

7. **Background Papers**

Local Government Act 2000 (Section 21)

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Draft Annual Scrutiny Report

2020/21

Chairs



Cllr Arvind Dhaliwal
Overview & Scrutiny
Committee



Cllr Jina Basra
Education and
Children's Services
Scrutiny Panel



Cllr Atiq Sandhu
Health Scrutiny
Panel



Cllr Christine Hulme
Neighbourhoods and
Community Services
Scrutiny Panel

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Homelessness & Rough Sleeping Task & Finish Group

Members

Cllr Zaffar Ajaib (Chair)

Cllr Christine Hulme

Cllr Harjinder Minhas

Cllr Waqas Sabah

Terms of Reference

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

- Identification and reporting
- Support provision
- Engagement and communication

From October to December the Task & Finish Group investigated the issue of homelessness and rough sleeping in the borough.

This was mainly driven by concerns over the persistent nature of the problem in Slough and the potential increase in numbers that was anticipated - with more people are expected to lose their jobs because of COVID and the anticipated winding down of the furlough scheme.

During its investigations the group spoke to 42 individuals from 18 different organisations, including multiple different SBC teams and a broad range of partners in the public, voluntary and housing sectors.

The task and finish group also interviewed a number of former rough sleepers, whose views helped them to form their recommendations.

Homelessness & Rough Sleeping Task & Finish Group

The Task and Finish Group made identified a number of key areas that the council and its partners should prioritise in the coming months:

- Partnerships & Collaboration
- Communications
- Commissioning and complex needs
- Health and Mental Heal
- Skills and strengths
- Localities and customer services
- Safety

The work of the Task and Finish group was welcomed by officers and the Cabinet. The recommendations were all accepted and are now being implemented.

Overview & Scrutiny Committee

Highlight – public transport and bus lanes

The council's transport strategies and plans were a key area of enquiry for the Committee in 2020/21.

In September, while scrutinising the council's regeneration framework masterplan, members identified potential challenges around the relationship between regeneration, public transport and traffic management.

The Committee made several recommendations to Cabinet, including on the importance of bus lanes and some challenges relating to them.

Building on this line of enquiry, and in response to a public petition, the Committee held an extraordinary session to examine the impact of the introduction of experimental bus lanes, alongside members of the Neighbourhoods & Community Services Scrutiny Panel.

As well as interviewing the Lead Member and SBC officers, the committee sought to take evidence from a number of different stakeholders, including: local residents, local taxi and private hire drivers, Slough Youth Parliament and further SBC councillors.

Following its deliberations, members made a set of extensive recommendations to the Cabinet covering a wide range of areas, including the use of the bus lanes by alternative vehicles, low emission vehicles, the electric bus service, bus frequency and fares, cycling provision and traffic flow.

Later in the year, the Committee also scrutinised the draft Slough Strategic Transport Infrastructure Plan – focussing their scrutiny in particular on parking provision and proposals relating to a cycle super highway.

Overview & Scrutiny Committee

Further areas scrutinised in 2020/21 by the committee:

- COVID-19 Recovery & Renewal Planning and Strategy
- The work of the Slough Violence Taskforce
- The Slough Inclusive Growth Strategy
- The Slough Regeneration Framework Master Plan
- The Slough Local Plan and Proposed Spatial Strategy
- The priorities of the Thames Valley Police & Crime Commissioner & Chief Constable
- The Revenue Budget, Capital Programme and Strategy, and Treasury Management Strategy
- The Slough 2040 Vision
- The Our Future's Programme – including progress with transformation, the council's restructure and the localities strategy
- The future delivery model for Slough Children's Services

Education & Children's Services Scrutiny Panel

Highlight – Youth Offer, skills and employment

In December 2020, the panel received an update on plans to create a refreshed youth offer for Slough's young people. The session was timed to allow the panel to contribute towards the youth offer at an early stage, before it was finalised and presented to Cabinet.

The session covered a number of topics, including:

- The project's engagement with young people so far
- The potential design of a new youth centre
- The age groups that the centre would serve
- The services which would be delivered
- Opportunities for collaboration with other services
- Timelines for finalising and delivering the youth offer

The panel felt that it was important to ensure that the youth offer and new youth centre contributed towards identifying and addressing gaps and setbacks caused by the COVID 19 pandemic.

Members agreed that it was important that the youth offer works with local businesses to support young people in accessing career support and creating opportunities to gain skills and employment.

These themes will be explored in greater detail by the Employment, Skills and COVID task and finish group, which will present more detailed proposals in the next municipal year.

Education & Children's Services Scrutiny Panel

Further areas scrutinised in 2020/21 by the panel:

- School standards
- The impact of COVID 19 on the Early Years Service and Slough Children's Services Trust
- Community learning and skills
- Apprenticeships – including the work of the Slough Academy
- The Creative Academy
- Elective Home Education
- The performance of Slough Children's Services Trust
- Safeguarding thresholds for children
- Young People Not in Education, Employment or Training (NEET)
- Slough's multi-agency parenting strategy

Health Scrutiny Panel

Highlight – COVID 19 Response

Over the last 12 months, the Health Scrutiny Panel has focused heavily on scrutinising the response of Slough Borough Council and our NHS partners to the COVID-19 pandemic.

The panel has received regular reports on the COVID-19 situation in Slough from the Public Health team, as well as scrutinising some of the key projects taking place in Slough to respond to the pandemic, including the Local Outbreak Plan, the Black and Minority Ethnic (BAME) project, and the Winter Plans of the East Berkshire Clinical Commissioning Group and the Frimley Health and Care System.

The panel has focused on engaging in effective scrutiny of the response to the COVID-19 pandemic in Slough.

The panel have ensured that they have received a wide range of reports, focusing on different elements of the response to the pandemic from different partners in the town.

Members have provided valuable local insight and challenge, such as discussions with officers and partners on the most effective ways to communicate with different groups of the local community.

Throughout this scrutiny, the panel has also placed clear emphasis on their role in the community as councillors, and has regularly requested key actions and messages for them to undertake to help support the COVID-19 response.

Health Scrutiny Panel

Further areas scrutinised in 2020/21 by the panel:

- Air quality and health
- Safeguarding Adults Board Annual Report
- The Adult Social Care Local Account
- The implementation of the recommendations of the Disability Task and Finish Group East Berkshire CCG Future Plans
- The future plans for the East Berkshire CCG
- GP provision
- Immunisations and screening
- Mental health
- The Frimley Health and Care System Annual Plan
- The Berkshire Healthcare NHS Foundation Trust Annual Plan
- The Adult Social Care Strategy & Budget
- The Children and Adolescent Mental Health Service

Neighbourhoods & Community Services Scrutiny Panel

Highlight – Repairs, Maintenance and Investment

Throughout the year the panel has held several sessions to examine the performance of the Repairs, Maintenance and Investment (RMI) Contract, which is delivered by Osborne.

The panel developed a number of important lines of enquiry to build on concerns raised by residents, and a desire to establish the extent to which the contract was delivering value for money for the council and our residents. These included:

- The impact of COVID 19
- Plans to reduce the outstanding repairs backlog
- Response times
- Resident satisfaction
- Customer service and complaints
- Social Return on Investment

These sessions included extensive interrogation of performance data, interviews with officers from both Osborne and the Council, and also sought to gain the views of the residents' board.

As a result of its inquiries, the panel made a recommendation for the Council's internal auditors to conduct a comprehensive and wide ranging review of the contract with Osborne, which the Cabinet agreed to incorporate into plans for 2021/22.

The sessions have highlighted the importance of accurate and timely performance data, and as a result arrangements are now being put in place from February 2021 to provide more meaningful data. The scrutiny has also identified further opportunities for social return on investment, to help the council reduce rough sleeping.

Neighbourhoods & Community Services Scrutiny Panel

Further areas scrutinised in 2020/21 by the panel:

- Rough sleeping and the Homeless Prevention Strategy (see pages 4-5)
- Feedback from the Residents Board
- Plans to transform Langley High Street, and the adjacent infrastructure
- Safer Public Spaces
- The Council's Property Licensing schemes
- The decant from the Customer Service Centre at Landmark Place into three local Council Access Points
- The Low Emissions Strategy
- The Housing Allocation Policy
- Housing Rents and Service Charges
- The work of the Home Improvement Agency

Cabinet-Scrutiny Working Group

Throughout the year the Chairs of the Overview & Scrutiny Committee and three scrutiny panels having been meeting with officers and members of the Cabinet to consider how to best drive improvements in Overview & Scrutiny at SBC.

In their work they have drawn on the recommendations of the LGA Peer Review and feedback from the members training session held in July 2020.

The joint working group looked at examples of how scrutiny is structured and delivered at other local authorities. A proposal to re-balance the scrutiny panels and link them to the council's new organisational structure was discussed with scrutiny members at a workshop on 24th February 2021.

The workshop was also an opportunity to work with members to develop proposals for a new scrutiny protocol, which will lay out how effective scrutiny will be embedded in Slough for the 2021/22 municipal year. The protocol will seek to deliver improvements in a number of areas, including:

- Training
- Scrutiny Champions
- The voice of the community
- Work programming
- Delineation of work
- Pre-meetings
- Presenter expectations
- Task and Finish Groups

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 26th April, 2021

CONTACT OFFICER: Nicholas Pontone, Senior Democratic Services Officer
(For all Enquiries) 07749 709 868

WARDS: All

PART I
FOR COMMENT & CONSIDERATION

ANNUAL PETITIONS REPORTS 2020/211. **Purpose of Report**

The purpose of this report is to provide the Committee with details of the Annual Petitions Report for information.

2. **Recommendation**

The Committee is requested to note the Annual Petitions Report 2020/21.

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

Overview and Scrutiny is a process by which decision-makers are accountable to local people, via their elected representatives for improving outcomes relating to all priorities for the Borough and its residents. Scrutiny seeks to influence those who make decisions by considering the major issues affecting the Borough and making recommendations about how services can be improved.

3b. **Five Year Plan Outcomes**

Overview and Scrutiny covers all of the five year plan outcomes:

- 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**

There are no financial implications of this report.

(b) Risk Management

None associated with this report.

(c) Human Rights Act and Other Legal Implications

None associated with this report.

(d) Equalities Impact Assessment

None associated with this report.

4. **Supporting Information**

4.1 In accordance with the Council's Constitution, an annual summary detailing all petitions submitted under the Petitions Scheme is reported to the Overview and Scrutiny Committee.

4.2 For the period 1st April, 2020 to 31st March, 2021 a total of 26 petitions were received - 16 paper petitions and 10 e-petitions. The table below summarises the subject matter and total number of signatures received for each petition.

Paper Petition Title	Signatures
20-03 - Residents Only Parking Permits - Benson Close	10
20-04 - Yellow Lines On Denbigh Close	11
20-05 - Object to Chalvey / Grove Academy Residents' Parking Scheme	52
20-06 - Chalvey Residents Parking Scheme	218
20-07 - Residents Only Parking Scheme - Arthur Road	16
20.08 - Traffic Calming and The Lack of Off Road Parking on Long Readings Lane	179
20-09 - Residents Parking Fox Road	10
20-10 - Residents Parking - Hilperton Road & Burlington Avenue Issues	26
20-11 - Residential Parking Permits - Hillside	40
21-01 - Parking Restrictions Clive Court	14
21-02 - Object to Residents Parking Scheme - Turton Way, Alexandra Road & Primary Road	69
21-03 - Marking and Repainting of Parking Bays at Oak Tree Drive	29
21-04 - Save Our Green Spaces	208

21-05 - Resident Parking Scheme, The Green, Chalvey	53
21-06 - Against New Parking Restrictions - Scholars Walk	15
21-07 - Cippenham Lane Parking Restrictions - 30 Minutes Limit	36

Date Range: 1st April, 2020 to 31st March, 2021 - 10 – ePetitions

ePetitions Title	Signatures
Petition against re-development of 14 Lynwood Avenue (P/12604/003)	125
Abolish the Bath Road Bus Lane	5272
Request for Parking Permits for Flat Residents of Mead Close	11
Parking restrictions on Century Lane, Boundary Drive and Rosebay Avenue	2
Covid19 Safe Distancing on Pavements	2
Put speed safety measures in place on St Laurence Way	16
Permit Parking Winvale and Vale Grove	42
Traffic Calming and The Lack of Off Road Parking on Long Readings Lane	58
Petition to Reject The Planning Application (Ref: P/07584/011) For The Stoke Wharf Development Project in Slough, which will be Redeveloping The Bowyers Recreation Ground and The Surrounding Areas and to Save The Bowyers Recreation Grounds from being Destroyed	228
Slough Hockey Club Official Objection to Slough Cricket Clubs 3rd Pitch Planning Application	220

Responses to the petitions are detailed in Appendix A.

5. **Conclusion**

Overview and Scrutiny Committee Members are requested to note details of the report.

6. **Appendix Attached**

A - Annual Petitions Report 2020/21

7. **Background Papers**

None.

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**OVERVIEW AND SCRUTINY COMMITTEE
Annual Petition Summary Report**

Date Range: 1st April, 2020 to 31st March, 2021

16 - Paper Petitions

10 - ePetitions

Paper Petition Title	Signatures	Date Responded / Response
<p>20-03 - Residents Only Parking Permits - Benson Close</p>	<p>10</p>	<p>15th September, 2020 Thank you for submitting the attached petition.</p> <p>I can confirm I recently attended a site meeting with Councillor Hulme and Councillor Ali and discussed the parking issues on Benson Close and the surrounding roads. We can mostly definitely consider a residents permit scheme on Benson Close, however by introducing parking restrictions to a isolated location we are at risk of displacing the obstructive parking that is currently taking place on Benson Close, to the neighbouring roads.</p> <p>As a result, your ward Councillors and I feel a better solution would be to consider parking restrictions for the whole of Petersfield Avenue as well the neighbouring roads, of which Benson Close is one of these. Your ward Councillors are in the process of obtaining a petition from residents of Petersfield Avenue and as soon as this has been received we will programme this scheme in.</p> <p>If you have any questions in the interim period then please do not hesitate to contact me.</p>
<p>20-04 - Yellow Lines On Denbigh Close</p>	<p>11</p>	<p>15th October, 2020 You very kindly organised a recent petition requesting a parking enforcement scheme to be introduced on Denbigh Close.</p> <p>As the land in question is owned by the Housing Department it is, as far as parking enforcement is concerned, considered as private land so we need specific agreements in place to set up any scheme.</p> <p>I have discussed this with my colleagues in Parking and am pleased to say that this scheme will be considered for formal consultation and design. However, my colleagues have advised me that due to the long list of other projects already being considered there could be a significant delay in starting this project.</p> <p>This is the case for a number of other roads on Housing land and we are currently investigating if it is possible to introduce a short term, interim solution using a private parking contractor. There are some draw-backs to having a private enforcement scheme in place so we need to make sure we don't fix one problem only to create another. Once we have more information about whether</p>

		this is possible we will update you further.
20-05 - Object to Chalvey / Grove Academy Residents' Parking Scheme	52	<p>8th October, 2020 Thank you for submitting the attached petition.</p> <p>I can confirm we have analysed the feedback received during the informal consultation period and the petition attached and have made a decision, collectively with your ward councillors, not to introduce a residents parking scheme on Spackmans Way.</p> <p>If you have any further queries regarding this scheme then please do not hesitate to contact me.</p>
20-06 - Chalvey Residents Parking Scheme	218	<p>13th November, 2020 Following the meeting held last night with Ward Councillors to discuss matters relating to proposing a CPZ and its suitability. I can confirm that Councillors will be sending a further consultation document outlining our stance on this matter and the reasoning as to why we have proposed the conditions.</p> <p>As you're aware, we cannot offer more than one permit per household for the CPZ to work successfully and we therefore cannot create a CPZ with an allowance that exceeds this. Once we have concluded the responses received from the upcoming consultation, we will then look into this again and decide on the outcome. Thank you for your patience on the matter.</p>
20-07 - Residents Only Parking Scheme - Arthur Road	16	<p>30th November, 2020 Thank you for submitting the attached petition, this has been forwarded onto me to respond to.</p> <p>I can confirm we have added Arthur Road to our Forward Plan to review. Due to us working on a number of schemes at present, we would not be able to review this request until next year. At this stage I cannot provide you with an exact timescale, but once we have any further information we will contact you as the lead petitioner.</p> <p>If you have any further queries in the meantime then please do not hesitate to contact me directly.</p>
20.08 - Traffic Calming and The Lack of Off Road Parking on Long Readings Lane	179	<p>11th December, 2020 Thank you for your correspondence.</p> <p>With regard to the issues you have raised regarding the existing traffic calming, an engineer visited Long Readings Lane on December 3rd between 8am and 9am, and again between 3pm - 4pm.</p> <p>Our engineer highlighted that am and pm congestion is evident with school traffic contributing considerably to congestion on the road. This is unfortunately usual outside all schools in the borough. We work with a number of schools to introduce 'softer', cost-effective measures to encourage the school community to walk/cycle to school, or park away from the school gate and would be happy to work with the cluster of schools in this area. It is recognised that it is not</p>

		<p>always costly engineering measures that are required to tackle a particular issue but we would need the schools' commitment to partner with us for this to be effective. We will make contact with the schools in the new year. I feel that as part of the evidence collecting, we will issue a school-travel survey to understand how many parents drive their children to school. This is important as it will demonstrate whether the issue is the existing traffic calming, or whether it is in fact school-run congestion.</p> <p>I feel it is important to highlight out that the limited budget for road safety/ traffic calming measures is allocated to address speed and safety issues primarily; using speed/accident data to evidence an intervention. In this particular instance the accident data shows 4 slight accidents over the last 3 years which would mean this area would not ordinarily be prioritised as an area of concern.</p> <p>However, it was observed that drivers were unwilling to allow others to pass and although not observed, our engineer noted that drivers may speed to pass the traffic calming. We will therefore undertake further analysis to understand driver behaviour which will include commissioning of speed and traffic volume surveys to provide data regarding speeding and congestion. This data will be collected and shared with your Councillors but officers cannot confirm at this stage that action will be taken until funding is allocated to introduce any changes to the existing scheme.</p> <p>As part of this work, we will look at options for safe crossing points as a full review but the introduction of i.e. a zebra crossing may add to existing congestion issues and is very costly to implement. We have to prioritise our budget for areas where we have evidence of accident and speeding to demonstrate a need to make improvements and I am unable at this time able to advise if any other funding stream is available to address the issues you have raised such as congestion. The existing scheme would have been introduced to address a specific set of issues (speeding in particular) and the measures designed as the most appropriate however we will revisit this as part of our review of the area.</p> <p>Your concerns regarding lack of parking have also been investigated by our Parking Development team. You have requested for us to consider converting the grass verges into parking areas, however this request can only be considered if it is supported by your ward Councillors as the Council does not have a budget for such requests. You have also asked us to review the garages to see if additional parking can be created here. It is likely that these areas are not public highway, however if you could provide us with an exact location where the garages are located, we can investigate this matter further.</p> <p>Finally you have asked that we mark the existing parking bays to allow more effective parking and to make the bays resident only. Can you confirm which bays you are referring to? Again once we have this additional information we can advise further.</p> <p>I look forward to hearing from you soon.</p>
20-09 - Residents Parking Fox Road	10	<p>2nd December, 2020</p> <p>Thank you for contacting the council with a petition about the new resident's only permit scheme introduced on Denbigh Close. This short term scheme has been introduced by the Housing</p>

		<p>Management Team.</p> <p>Residents on Denbigh Close have been blighted for a number of months with inconsiderate parking on the access road from Fox Road meaning that some residents struggled to drive into and out of Denbigh Close and their rubbish bins could not be collected. The lack of bin collection was in danger of becoming a health hazard as overflowing bins attract rats and other vermin.</p> <p>As a short term measure we have introduced resident's only parking on the whole of Denbigh Close to make sure the access road remains free from obstruction by cars. We will review this scheme in early 2021 and taking the feedback from neighbouring resident's into account we will see if we are able to remove the permit scheme for the parking bays in Denbigh Close and leave it in place for the access road.</p> <p>The original planning application says that residents from neighbouring streets could still have use of 7 of the parking bays in Denbigh Close. Our intention is to make sure that this facility is kept open for all residents in the local area. Unfortunately for a short time this parking facility will need to be removed while we ensure that residents in Denbigh Close are not stopped from driving in and out of their road and are not facing an infestation of rats and mice due to bins not being collected. Free parking for residents is still available on surrounding roads.</p> <p>All the feedback from residents is being collated and will be reviewed in the new year.</p>
20-10 - Residents Parking - Hilperton Road & Burlington Avenue Issues	26	<p>8th January, 2021 Thank you for submitting the attached petition.</p> <p>I can confirm we have added Hilperton Road and Burlington Avenue to our Forward Plan to be reviewed. Due to the high volume of work at present, I do not have an exact timeframe as to when we will be able to review this scheme, however as lead petitioner I will be in touch with you as soon as I have any further updates on this.</p> <p>If you have any queries in the meantime then please do not hesitate to contact me.</p>
20-11 - Residential Parking Permits – Hillside	40	<p>12th January, 2021 Thank you for submitting the above petition.</p> <p>I can confirm we have added Hillside to our Forward Plan to be considered for a residents permit scheme. Due to the high volume of work at present I am unable to provide you with an exact timescale of when we will be able to consider this request, however once we have any updates on this matter, as lead petitioner we will contact you with more information.</p>
21-01 - Parking Restrictions Clive Court	14	<p>4th February, 2021 Thank you for your petition dated 21st December 2020 regarding the introduction of parking restrictions to Clive Court.</p>

		<p>A number of points have been raised which I will address individually below.</p> <p>You have queried why we have introduced double yellow lines to Clive Court. You state this has reduced the parking available to residents and there was no mention of this in the consultation letter.</p> <p>I can confirm when proposing a residents permit scheme our primary objective is to always maximize kerb capacity but to also address any potential road safety concerns. As Clive Court is a particularly narrow road, we can only allow parking on one side of the road, hence the introduction of double yellow lines to the opposite side. However since receiving your petition we have reviewed this and a decision has been made to amend the double yellow line at the entrance of Clive Court only, as the road width is slightly wider at this location which will allow parking for additional vehicles. These amendments will be made on site shortly, if they haven't been done already.</p> <p>It is important to note that this scheme has been implemented under an experimental order which means once the scheme becomes operational, the first 6 months acts as the consultation period. During this period we would advise all residents to write in with their comments and after the 6 month period has elapsed, we will analyse all the feedback that has been received and make a collective decision with your ward councilors on the next steps. This information will also be stated in the letter that is to be sent to all residents shortly.</p> <p>The consultation letter that was sent to residents contained a link where residents could find out more information on the scheme. This link detailed the various restrictions being proposed and also a plan of the scheme. Following the consultation we had to make some amendments to the scheme and then made a decision to proceed with the amended scheme.</p> <p>You have asked why we have implemented double yellow lines if the scheme is not yet operational.</p> <p>We know from experience that it can take a while to introduce a scheme of this size to the Borough as delays can arise due to weather conditions and the lining teams existing workload. As a result there is always a slight delay between the scheme being implemented and it going live. Furthermore we cannot enforce this scheme until it has been fully implemented, however I hope to be in touch with all residents in the coming weeks with an update on this and the operational date.</p> <p>I hope the above helps in answering your questions however please do not hesitate to contact me if you have any further queries.</p>
<p>21-02 - Object to Residents Parking Scheme - Turton Way, Alexandra Road & Primary Road</p>	<p>69</p>	<p>10th February, 2021 Thank you for submitting the attached petition and please see below Parkings response.</p> <p>You have raised a number of points in your petition which I will be addressing below.</p>

You state the residents object to a residents permit scheme for Alexandra Road, Turton Way and Primary Road as you have multiple vehicles in each household.

A residents permit scheme has been designed and implemented in response to the Grove Academy School development, to mitigate any obstructive parking experienced by residents during school pick up and drop off times. Prior to the introduction of this scheme we did conduct an informal consultation, the results were reviewed and a decision was made to proceed with a scheme to implementation stage. This scheme has been introduced under an 18 month experimental order, with the first 6 months being the consultation period. During this period we welcome feedback from the public and after the 6 month period has elapsed, we will analyse the comments received and make a decision on the next steps.

You state the timing of the scheme is unthoughtful as there is sufficient parking for residents during the hours of 8am-6pm but residents struggle to find parking in the evening. The timings of the implemented scheme are Monday-Friday 8am-6pm. This was proposed as this scheme was designed in response to the Grove Academy School development. During the informal consultation we did receive alternative suggestions for timings, however the proposed timing was the preferred option. If residents would still like us to consider an alternative timing, they would need to submit their comments during the 6 month consultation period. After this period has elapsed, all feedback will be reviewed and a decision will be made on the next steps. A letter will be sent to resident shortly informing them when the scheme will become operational and when the consultation starts.

You have asked for the scheme to be removed.

A decision was made to proceed with this scheme based on the outcome of the informal consultation. For residents that are not in favour of this scheme, they would need to submit their comments during the 6 month consultation period. After this period has elapsed, all feedback will be reviewed and a decision will be made on the next steps. As stated previously, a letter will be sent to resident shortly informing them when the scheme will become operational and when the consultation period starts.

You also sent a subsequent email dated 20th January 2021 and raised a number of other points which I have addressed individually below.

Why has no one from the Parking department or a ward councillor made an ANNOUNCED site visit to view the exact problems residents have with parking?

I understand you have received a response to this query from your ward Councillors. However I would also like to reiterate that the purpose of the informal consultation was to gather the views of the residents on the proposed scheme. This was the residents opportunity to write in and provide us with this information. However a site visit has been conducted to review the scheme that has been implemented. We have not arranged a site visit with residents as we have obtained sufficient information from the emails and phone calls we have received to date. However the 6 month consultation period will provide the residents with another opportunity to write in with their comments.

		<p>Why was a double yellow line placed outside 55 Alexandra Road roughly two weeks ago and removed today by SBC? Is this not a misuse of public funds like I initially queried?</p> <p>During the site visit to review the scheme, 2 locations were identified where the double yellow lines could be reduced and the restrictions outside 55 Alexandra Road were one of these locations. The existing double yellow lines outside 55 Alexandra Road measured 9.5m which is in line with the requirements of the Highway Code. However we made a decision to review this restriction due to a request of a resident and it was decided that we would remove 5m of double yellow line as this would allow an additional vehicle to park at this location without compromising road safety.</p> <p>Why are residents being treated differently by SBC and local ward councillors?</p> <p>I am sorry to hear you feel this way but I would like to reassure you that this is not the case. An informal consultation took place prior to introducing this scheme under an experimental order, although there is no legal requirement to consult with the public prior to implementing a scheme under this type of order and we made a decision to proceed with this scheme based on the outcome of the informal consultation. As you are aware, Spackmans Way also formed part of the informal consultation but as we received significant feedback from these residents asking us to remove this location from the proposed residents permit scheme, we were able to do this. We did not receive the same level of correspondence from residents of Turton Way or Alexandra Road residents.</p> <p>Why have residents been getting parking fines for parking on the side of Turton Way, when you have not informed anyone that these lines would be placed in the location they are currently in?</p> <p>We have not sent an instruction to enforce the new restrictions, however if a Penalty Charge Notice (PCN) has been issued then I would advise residents to write in and challenge this. Details of how to do this can be found on the reverse of the PCN.</p> <p>Finally I would like to make you aware that as we have received a number of emails from residents of Alexandra Road and Turton Way residents, a generic letter will be sent to all these residents with a response to all the points raised to date. Furthermore shortly after this another letter will be sent to all residents directly impacted by this scheme with details of when the scheme will become operational and the 6 month period will commence, as well as how the residents can submit their comments.</p> <p>I hope this information helps.</p>
<p>21-03 - Marking and Repainting of Parking Bays at Oak Tree Drive</p>	<p>29</p>	<p>2nd February, 2021</p> <p>We have added the request for lines to be refreshed to a list that our contractors work through, this will be completed in due course. It is common for lines on brick paving or cobblestones to have a limited life so fading of these lines are to be expected every couple of years.</p> <p>Unfortunately it is not possible to allocate parking spaces to specific residents on a public highway. If this area was part of a private housing development then it would be of the</p>

		<p>responsibility of the relevant managing authority to issue such provisions however in this case, it will not be possible. No resident has exclusive rights to park in their road, in front or near to their property. It is reminded that the public highway is permitted to be used by all members of the public and not just residents. It is common for properties that are located near popular local amenities to have reduced capacity compared to other residential areas however we do recognise the difficulty that residents can face during peak times and we generally try to offer alternative options to visitors/customers to discourage them from parking in residential roads.</p>
<p>21-04 - Save Our Green Spaces</p>	<p>208</p>	<p>26th March, 2021 This petition relates both to Bowyer Playing Fields and to all other greenspaces in Slough.</p> <p>With regards to Bowyer Playing Fields, it may be helpful to refer to the Planning Committee report which was considered at the Planning Committee meeting of 10th February. You can view this on the agenda at the following link; the report is at item 106 on the agenda: http://democracy.slough.gov.uk/ieListDocuments.aspx?CId=111&MId=6525&Ver=4</p> <p>(The numbering of items on the agenda starts at 101). The following extracts may be useful: From Section 7:</p> <p>7.0 <u>Policy Background</u></p> <p><u>The Site Allocations Development Plan Document</u></p> <p>The policy for the site (reference SSA17) sets out the following</p> <ul style="list-style-type: none"> - <i>Reason for allocation:</i> <p><i>To ensure that this site is developed in a comprehensive way which maximises the attractiveness of the canal and the basin. To establish the principle of allowing residential development within the public open space.</i></p> <ul style="list-style-type: none"> - <i>Site Planning Requirements:</i> <p>Redevelopment proposals should:</p> <ul style="list-style-type: none"> - Provide facilities that will attract visitors and form a focal point for users of the towpath and canal - Open up views from Stoke Road to the Canal Basin - Retain and enhance the winding hole and pedestrian and cycle access to the basin - Retain and take opportunities to enhance the nature conservation value of the canal - Consider the provision of visitor moorings and the north side of the canal - Provide residential development - Enhance recreational facilities within the Bowyer Playing Fields <p>The policy also refers to Core Strategy Policies 2 (Green Belt and Open Spaces) and 4 (Type of Housing), which are noted above.</p>

The site allocation recognises that the above development must be delivered within the following constraints:

- The need to retain a significant area of the existing open space, making compensatory provision for the loss of some of this space and providing public realm / open space around the canal basin.
- The presence of the canal itself and the unique opportunities it provides for development at this site.
- Site access is expected to be from Stoke Road. A secondary access from Kendal Close could be provided, but there should be no access from St John's Road.
- The existing electricity pylon and power lines on the northern side of the basin.

9.0 **Principle of development**

9.1 The site is a mix of previously developed land and open space. As noted in the previous sections of this report, the site is an allocated site, ref. SSA17 as identified in the Site Allocations Development Plan Document. The DPD sets out the reasons for this allocation:

- To ensure that this site is developed in a comprehensive way which maximises the attractiveness of the canal and the canal basin.
- To establish the principle of allowing residential development within the public open space.

The DPD states that "...only a limited amount of the Bowyer Playing field will be developed adjacent to the canal in a manner which still preserves views to and from the open space. It is considered that the loss of some open space is acceptable, as an exception, on the basis that some new public areas will be created around the canal basin with hard and soft landscaping. There will also be compensatory improvements to the quality and facilities provided within the Bowyer Playing field including the provision of a multi use games area".

While the DPD does not explicitly state what the quantum of development within this existing open space should be provided, the general form of this part of the proposal - Blocks F1-F4 - largely coincides with an illustrative plan within the Document...

Section 12 of the report deals with **Impacts on recreational users**. As this section is approximately five pages long, I refer you again to the above link to access the report in full.

Turning to other green spaces in Slough, the Council recently consulted on a Proposed Spatial

		<p>Strategy, which can be accessed at the following link:</p> <p>https://www.slough.gov.uk/downloads/download/143/the-spatial-strategy-consultation-document-nov-2020</p> <p>Paragraphs 13.86 – 13.91 sets out the intention to protect all designated open space, with the exception of the area within <i>the Bowyer Playing field that is allocated as discussed above, in the Site Allocations DPD</i>. Paragraphs 15.27 – 15.31 sets out the policy direction for Parks and Open Spaces, and reiterates that</p> <p style="text-align: center;"><i>A key principle of the Spatial Strategy is that there should be no loss of parks or public open space.</i></p> <p>I trust that this is helpful in addressing the key points raised in the “Save Our Green Spaces” Petition.</p>
21-05 - Resident Parking Scheme, The Green, Chalvey	53	<p>12th March, 2021</p> <p>Thank you for submitting the above petition, this has been passed onto me to respond to.</p> <p>I can confirm the enforcement dates for this scheme have been amended, a letter has been sent to all residents today providing them with up to date information on this matter and also the number of permits that can now be purchased per household. Please await this letter as I am hoping it will help answer all your queries regarding these elements of the scheme.</p> <p>Furthermore we are now in the 6 month consultation period for this scheme. We would not considering removing the scheme at this stage however I have logged your petition as a formal representation to this scheme and your comments will be considered when making a decision on the next steps.</p> <p>I have also taken note of you comments regarding residents not knowing of the informal consultation, however I can confirm letters were sent to residents of The Green informing them of a proposed scheme. Furthermore when designing the scheme, double yellow lines were introduced to areas where it was recognised that a parked vehicle would compromise road safety and access.</p> <p>I would like to reassure you that your petition has not been disregarded but has been formally logged and will be taken into consideration. We will also be working closely with your ward councillors on this matter.</p>
21-06 - Against New Parking Restrictions - Scholars Walk	15	<p>Due on - 12th April, 2021</p> <p>To follow.</p>
21-07 - Cippenham Lane Parking Restrictions - 30 Minutes Limit	36	<p>Due on - 16th April, 2021</p> <p>To follow.</p>

ePetition Title	Signatures	Date Responded / Response
Petition against re-development of 14 Lynwood Avenue (P/12604/003)	125	8 th July, 2020 The above petition has now closed and this petition has been forwarded to the relevant Planning Officer for consideration.
Abolish the Bath Road Bus Lane	5272	3 rd November, 2020 This petition to 'Abolish the Bath Road Bus Lane' was submitted to Slough Borough Council, which triggered a debate at full Council (24 th September, 2020). The officer report submitted to full Council recommended the continued monitoring of outputs of the experimental phase of the A4 bus and cycle lane scheme for the duration of the objection / consultation period. The petition was debated at full council with the motion to move it to joint panel (29 th October, 2020).
Request for Parking Permits for Flat Residents of Mead Close	11	15 th October, 2020 You very kindly organised a recent petition requesting a parking enforcement scheme to be introduced on Mead Close. As the land in question is owned by the Housing Department it is, as far as parking enforcement is concerned, considered as private land so we need specific agreements in place to set up any scheme. I have discussed this with my colleagues in Parking and am pleased to say that this scheme will be considered for formal consultation and design. However, my colleagues have advised me that due to the long list of other projects already being considered there could be a significant delay in starting this project. This is the case for a number of other roads on Housing land and we are currently investigating if it is possible to introduce a short term, interim solution using a private parking contractor. There are some draw-backs to having a private enforcement scheme in place so we need to make sure we don't fix one problem only to create another. Once we have more information about whether this is possible we will update you further.
Parking restrictions on Century Lane, Boundary Drive and Rosebay Avenue	2	16 th September, 2020 With reference to your Online petition request – Parking Restrictions on Century Lane, Boundary Drive and Rosebay Avenue. The Council is not able to accept this petition as it is has fallen below the minimum threshold of 10 signatories.
Covid19 Safe Distancing on Pavements	2	16 th September, 2020 With reference to your Online petition request – Covid19 Safe Distancing on Pavements.

		The Council is not able to accept this petition as it is has fallen below the minimum threshold of 10 signatories.
Put speed safety measures in place on St Laurence Way	16	<p>3rd November, 2020 The petition to 'Put Speed Safety Measures In Place On St Laurence Way' was submitted to Slough Borough Council.</p> <p>Speed surveys for St Laurence Way were undertaken in January 2020, over a 7 day period and which showed an average speed of just over 22 mph. Accident data for St Laurence Way, obtained from the CrashMap database indicates that over the previous 3 years, there were 2 slight accidents recorded.</p> <p>The Road Safety budget is prioritised in areas where there is evidence of speeding and where accident data supports an intervention. In this instance we do not have evidence data to support traffic calming measures. We will however continue to monitor the area.</p>
Permit Parking Winvale and Vale Grove	42	<p>2nd November, 2020 Thank you for your petition supporting your request for a permit zone in Winvale and Vale Grove. We currently receive a large volume of similar type of requests for a controlled parking zone (CPZ) from all over the borough. Since we are only able to work on a limited number of such parking schemes each year there is various requirements which must be met in order for one to be considered and we often try to discourage the implementation of permit zones covering just one road as best practice is to cover a number of roads within a zone. One of these measures is that off-street parking is unavailable for the vast majority of residents over a number of roads. This is not the case for properties in Vale Grove and therefore this location would not be suitable for consideration.</p> <p>I have also noticed that Vale Grove has a large number of unrestricted off-street provision to the rear of the flats, these capable of accommodating quite a few vehicles. There is also a large amount of flank wall (kerb space) available to residents in both roads and this combined with the off-street provision that is provided, I struggle to come to terms with these concerns. There seems to be a huge imbalance in favor of available kerb space, especially when you consider the small proportion of residents that would require to park on-street within both roads.</p> <p>Unfortunately, no resident has exclusive rights to park within a street, as this sterilizes the road and does not allow others to park at other times. As on-street parking can be a premium, Slough Council tries to provide a balance between parking by residents and by others, rather than displace parking issues onto another location especially where demand is high due to nearby facilities such as stations, hospitals, schools, businesses and shops.</p> <p>It would be the case that every resident who has a vehicle registered to a property in other roads within the whole parking zone would be able to park in your road and may do so if their road is full or just so to get that bit nearer to the station or to the shops. There may also be more cars</p>

		<p>registered in your street than we are able to provide spaces for and therefore you would feel that you have paid a fee to find yourself in the same situation as at present. A permit gives holders priority parking during the operational times but will not guarantee a space outside your property or even in your road. Outside of the controlled hours, the permit bays could be convenient for outside visitors/commuters i.e. if the controlled times were 12.00noon -2.00pm a vehicle could park from 2.01pm to 11.59am and not need a parking permit which could still cause you problems.</p> <p>Where residents are experiencing driveway obstruction advisory white bar access markings are now available to be requested providing they meet the agreed criteria:</p> <ul style="list-style-type: none"> • White bar access markings will only be installed where the turning of vehicles in or out of a driveway is a regular problem. • White bar markings will not be provided where waiting restrictions (yellow lines) are in force or where other carriageway markings would conflict, unless there are special circumstances to do so. • If the access or driveway is shared with a neighbour, it will be necessary to obtain their agreement to having a white bar marking. We may need to consult a neighbour in advance of installing such a marking. <p>Further information and application forms can be accessed through the following link. http://www.slough.gov.uk/parking-travel-and-roads/obstructive-parking.aspx</p> <p>Therefore, having reviewed the information available, we will not be recommending any further action at this time but will ensure that your comments are recorded on our database to be included in any review that may take in the future.</p>
<p>Traffic Calming and The Lack of Off Road Parking on Long Readings Lane</p>	<p>58</p>	<p>11th December, 2020 Thank you for your correspondence.</p> <p>With regard to the issues you have raised regarding the existing traffic calming, an engineer visited Long Readings Lane on December 3rd between 8am and 9am, and again between 3pm - 4pm.</p> <p>Our engineer highlighted that am and pm congestion is evident with school traffic contributing considerably to congestion on the road. This is unfortunately usual outside all schools in the borough. We work with a number of schools to introduce 'softer', cost-effective measures to encourage the school community to walk/cycle to school, or park away from the school gate and would be happy to work with the cluster of schools in this area. It is recognised that it is not always costly engineering measures that are required to tackle a particular issue but we would need the schools' commitment to partner with us for this to be effective. We will make contact with the schools in the new year. I feel that as part of the evidence collecting, we will issue a school-travel survey to understand how many parents drive their children to school. This is important as it will demonstrate whether the issue is the existing traffic calming, or whether it is in fact school-run congestion.</p>

		<p>I feel it is important to highlight out that the limited budget for road safety/ traffic calming measures is allocated to address speed and safety issues primarily; using speed/accident data to evidence an intervention. In this particular instance the accident data shows 4 slight accidents over the last 3 years which would mean this area would not ordinarily be prioritised as an area of concern.</p> <p>However, it was observed that drivers were unwilling to allow others to pass and although not observed, our engineer noted that drivers may speed to pass the traffic calming. We will therefore undertake further analysis to understand driver behaviour which will include commissioning of speed and traffic volume surveys to provide data regarding speeding and congestion. This data will be collected and shared with your Councillors but officers cannot confirm at this stage that action will be taken until funding is allocated to introduce any changes to the existing scheme.</p> <p>As part of this work, we will look at options for safe crossing points as a full review but the introduction of i.e. a zebra crossing may add to existing congestion issues and is very costly to implement. We have to prioritise our budget for areas where we have evidence of accident and speeding to demonstrate a need to make improvements and I am unable at this time able to advise if any other funding stream is available to address the issues you have raised such as congestion. The existing scheme would have been introduced to address a specific set of issues (speeding in particular) and the measures designed as the most appropriate however we will revisit this as part of our review of the area.</p> <p>Your concerns regarding lack of parking have also been investigated by our Parking Development team. You have requested for us to consider converting the grass verges into parking areas, however this request can only be considered if it is supported by your ward Councillors as the Council does not have a budget for such requests. You have also asked us to review the garages to see if additional parking can be created here. It is likely that these areas are not public highway, however if you could provide us with an exact location where the garages are located, we can investigate this matter further.</p> <p>Finally you have asked that we mark the existing parking bays to allow more effective parking and to make the bays resident only. Can you confirm which bays you are referring to? Again once we have this additional information we can advise further.</p> <p>I look forward to hearing from you soon.</p>
<p>Petition to Reject The Planning Application (Ref: P/07584/011) For The Stoke Wharf Development Project in Slough, which will be Redeveloping The Bowyers Recreation Ground and The Surrounding Areas and to Save The Bowyers Recreation Grounds from</p>	<p>228</p>	<p>Due on - 9th March, 2021 To follow.</p>

being Destroyed		
Slough Hockey Club Official Objection to Slough Cricket Clubs 3rd Pitch Planning Application	220	Due on - 19 th May, 2021 To follow.

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MEMBERS' ATTENDANCE RECORD 2020/21
OVERVIEW AND SCRUTINY COMMITTEE

COUNCILLOR	21/05/20 Extraordinary	11/06/20	09/07/20	10/09/20	04/11/20	07/01/21 Cancelled	28/01/21	18/02/21 Extraordinary	18/03/21	08/04/21
Basra	P	P	P	P	P		Ab	P	P	
Dhaliwal	P	P	P	P	P		P	P	P	
Gahir	P	P	P	P	P		P	P	P	
Hulme	P	P	P	P	P		P	P	P	
Matloob	P	P	P	P	P		P	P	P	
*Mohammad		P	P	P	P					
D Parmar	P	P	P	P	P		P	P	P	
S Parmar	P	P	P	P	P		P	P	P	
Sarfraz Six Months' Maternity Leave							P	Ap	P*	
R Sandhu	P	P	P*	P	Ab		P	P	P	

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

*Mohammad appointed to the Committee on 09.06.20

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