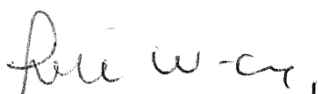


Date of issue: Friday, 16 July 2021

MEETING	CABINET	
	Councillor Swindlehurst	Leader of the Council and Cabinet Member for Financial Governance, Economic Development & Council Plans
	Councillor Akram	Deputy Leader of the Council and Cabinet Member for Leisure, Culture & Communities
	Councillor Anderson	Sustainable Transport & The Environment
	Councillor Bains	Regulation & Public Protection
	Councillor Carter	Customer Services & Corporate Support
	Councillor Hulme	Children's Services, Lifelong Learning & Skills
	Councillor Mann	Housing, Highways, Planning & Place
	Councillor Pantelic	Social Care & Public Health
DATE AND TIME:	MONDAY, 26TH JULY, 2021 AT 6.30 PM	
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE	07749 709 868

NOTICE OF MEETING

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



JOSIE WRAGG
Chief Executive

AGENDA

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	Apologies for absence.		
1.	Declarations of Interest	-	-
	<i>All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 9 and Appendix B of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i>		
2.	Minutes of the Meeting held on 21st June 2021	1 - 8	-
3.	SBC Annual Report 2020-21	9 - 32	All
4.	Provisional Revenue Budget Outturn 2020/21	33 - 72	All
5.	Finance Monitor Month 2	73 - 90	All
	To include a verbal update to Cabinet on the progress made in establishing the new Slough Children's First company as per the Cabinet resolutions of 15th March 2021, to include milestones in implementing the new model, service improvements and governance arrangements.		
6.	Covid-19 Decisions Update	91 - 100	All
7.	Notification of Key Decisions	101 - 112	All

Note:-

Bold = Key decision

Non-Bold = Non-key decision

Press and Public

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

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

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

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

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Cabinet – Meeting held on Monday, 21st June, 2021.

Present:- Councillors Swindlehurst (Chair), Akram (Vice-Chair), Anderson, Bains, Carter, Hulme, Mann and Pantelic (from 6.40pm)

Also present under Rule 30:- Councillors Gahir and Strutton

Apologies for Absence:- None

PART 1

1. Declarations of Interest

No interests were declared.

2. Minutes of the Meeting held on 12th April 2021

Resolved – That the minutes of the meeting of the Cabinet held on 12th April 2021 be approved as a correct record.

3. Slough Labour Party Manifesto 2021/22

The Cabinet received the Slough Labour Party Manifesto for the Borough elections held on Thursday 6th May 2021.

Lead Members formally agreed to adopt the Manifesto commitments as Council policy for delivery in the next year.

Resolved – That the manifesto pledges of the Administration as set out in the Slough Labour Party Manifesto 2021 be noted and endorsed as Council policy.

4. Cabinet portfolios and Lead Member responsibilities 2021/22

The Cabinet formally noted the portfolios and responsible Lead Members appointed by the Leader of the Council, as detailed in Appendix A to the report. It was also noted that the Leader had appointed Councillor Sabia Akram as Deputy Leader of the Council in accordance with Part 2 Article 7 (10) of the Constitution.

The Leader stated that the portfolios had been shaped to better reflect the new directorate structure of the Council adopted through the Our Futures transformation programme. A change had also been made to the portfolio responsibilities for financial matters which would in future be solely in the Leader's portfolio of Financial Governance, Economic Development and Council Plans. The report was noted and recommendations agreed.

Resolved –

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

5. Performance & Projects Report: Quarter 4 2020/21

The Cabinet received a report that set out the latest performance information for the fourth quarter of 2020/21 which included the corporate balanced scorecard, project updates and progress in delivering manifesto commitments.

(Councillor Pantelic joined the meeting)

The report contained data for the full financial year and the impacts of both the first and second waves of Covid were apparent in several performance indicators. The pandemic had significantly changed the health, social and economic context in which the Council operated and it was recognised that this would inevitably impact on some performance measures.

The progress on key projects were summarised and significant issues with red rated projects were highlighted and action noted.

Performance indicators showing improvement over the period included street cleanliness, an increase in the number of HMOs licensed and reduction in peak journey times. There had been a deterioration in several indicators most directly impacted by the pandemic including Council Tax and Business Rates collection, an increase in the number of referral for temporary accommodation and the backlog of service requests.

It was noted that the refreshed Five Year Plan approved by Council in March set out a more streamlined balanced scorecard and new performance targets would be established for each indicator. Quarterly reports would continue to be provided to the Cabinet and Scrutiny to monitor performance.

Lead Members asked questions about a range of specific performance issues including the current position on collection rates and plans to recover outstanding sums owed to the Council. Members welcomed the increase in the number of HMOs in the licensing scheme and the Director explained the proactive work taking place to promote the scheme. Speaking under Rule 30, Councillor Strutton commented on the relatively low number of HMOs in the scheme. It was explained the scheme introduced by the Council was only mandatory in the two target wards but overall the numbers were continually

rising as it was rolled out. The action to deal with the backlog of service requests was noted and it was recognised that the restrictions on visiting properties and operational caused by Covid had led to spikes in demand which would take some time to work through. The Cabinet asked that more work be done on the data to understand if there were any underlying performance issues that needed to be addressed that could have been disguised by the impact of Covid. A report was planned to go to scrutiny to ensure there was Member oversight of the position.

There was a discussion about crime rates with the more detailed information previously requested by Cabinet included in the appendix to the report. Concern was expressed about the rises in violent and sexual offences. The Lead Member said he would pick up these issues with the Thames Valley Police & Crime Panel and it was noted that the Police and Crime Commissioner would usually attend a meeting of the Overview & Scrutiny Committee during the coming months.

At the conclusion of the discussion the Cabinet noted the report and agreed to receive quarterly reports on projects and performance.

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

6. Climate Change Strategy Vision

Cabinet received a presentation on the Council's Climate Change Strategy Vision, which summarised the five key action plan objectives and how these were linked to the Council's Five Year Plan. The Principal Environment Officer, Olivia Flint, reminded Members that the strategy was developed following the Council motion on climate change in 2019. It was highlighted that the strategy vision set out a stretch target of borough-wide carbon neutrality by 2030, with an objective target of 2040. It was noted that the Councils' greenhouse gas emissions only constituted for 1.67% of the borough's emissions. The majority of emissions in the borough come from industrial and commercial sources, followed by domestic sources and transport. A specialist consultant had been engaged to help deliver the priorities within the strategy and formal consultation on the strategy was scheduled to commence in July 2021.

The Lead Member for Sustainable Transport & The Environment highlighted that this was an ambitious vision and that early action was essential to deliver long term change. The Council would need to work with residents, businesses and organisations across the borough as the authority's own emissions made up a relatively small proportion of the total for the town. A corporate approach would be needed to make the necessary changes across the whole organisation and it would recognised all areas would need to be challenged and take climate change into account in all decisions being taken.

Speaking under Rule 30, Councillor Gahir asked if the data collected showed a reduction in emissions following the implementation of the A4 bus lane. The Lead Member confirmed that daily monitoring was in place and it showed that emissions were still lower than the five year baseline, although the impact of the Covid pandemic on traffic levels remained a factor and ongoing monitoring would take place. The experimental scheme had been modified in phase 2 so that the bus lane operated in peak time only following feedback as part of the consultation process. The Cabinet agreed that transport policies were particularly important and continuing to improve bus, cycle and walking provision was a priority. Slough already performed very well in terms of electric vehicle charging infrastructure and this would need to continue in the future.

At the conclusion of the discussion the Cabinet agreed the vision as a statement of intent to drive future action.

Resolved –

- (a) That the stretch target of borough-wide carbon neutrality by 2030, with an objective target of 2040, be approved.
- (b) That the target be published in the Climate Change Strategy Vision paper as a statement of intent for the Climate Change Strategy and Action Plan, due later in 2021, that would outline how Slough would decarbonise and adapt to climate change.

7. Proposed Asset Disposals Programme

The Leader of the Council and the Associate Director – Place, Strategy introduced a report that set out the principles and with regard to General Fund asset disposals over the 2021/22 and 2022/23 financial years.

The Cabinet recognised the importance of ensuring good governance and best value were achieved with regards to the disposal of surplus assets as part of a wider approach to reduce borrowing costs. The delegation covered the disposal of General Fund assets of up to £1m. The report set out the five key steps that would be taken as part of the programme:

1. Identifying assets for disposal.
2. Legal, report on title.
3. Asset valuation.
4. Disposal and methods of disposal.
5. Officer delegation.

Lead Members agreed the approach to ensure a planned and comprehensive approach was being taken. The relevant portfolio holder would be consulted and this was built into the delegation. This was one a wider range of measures which included a review of the Executive Procedure Rules and terms of reference of the Cabinet Commercial Sub-Committee and a full

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review of the Capital Programme and other financial steps to reduce the Council's borrowing.

Speaking under Rule 30, Councillor Strutton supported the principles and asked how disposals would be managed for assets owned by the Council's subsidiary housing companies and the Executive Director of Place explained the position.

At the conclusion of the discussion the recommendations were agreed.

Resolved –

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

8. Heart of Slough - Old Library Site Funding Report

The Executive Director of Place introduced a report that sought agreement to give delegated authority to senior officers to approve disposals under the Facility Agreement for the 64 unit residential element of the Old Library Site project. Authority was also sought to make variations to the terms of the Facility Agreement to enable offsetting of outgoing costs against incoming revenue receipts and to vary loan repayment dates and amounts.

The Facility Agreement included provision for a loan facility to Slough Urban Renewal Old Library (Residential) LLP of up to £10.76m of which circa £9m had been drawn down. The recommendations would simplify the process for sales of the residential units so that individual decisions wouldn't be required for each disposal.

The Cabinet agreed the proposed changes would streamline the process and enable the Council to approve disposals or release charges in a more cost

and time efficient manner than the current Facility Agreement permitted. The recommendations were agreed.

Resolved – That delegated authority be given to the Executive Director of Place, after consultation with the S151 and Monitoring Officers, to:

- (a) grant consent for disposals of individual flats and commercial leases and release of property charges, having first ensured that appropriate market valuations and terms have been secured and that minimum loan to value ratios are maintained as set out in the Facility Agreement;
- (b) amend the SUR Old Library (Residential) Facility Agreement to enable the offsetting of current costs against current revenues; and
- (c) vary the loan repayment amounts and dates to take into account the prevailing sales strategy.

9. Nova House - Update on Progress

The Director of Transformation introduced a report that updated the Cabinet on the position with regards to the fire safety works at Nova House and the financial implications for the Council.

The detailed background was set out in the report and was summarised by the Director. The Council had acquired GRE5, which owned the freehold the Nova House, to ensure the serious fire safety issues identified in the building and its cladding could be addressed following the Grenfell Tower fire in London. In addition to the issues with the cladding a range of other serious defects had been identified which needed to be addressed. The programme of works had been put in place however cost estimates had risen substantially since the report to Cabinet in 2019. A grant had been approved by MHCLG to make a significant contribution to the works and other sources of funding we're being actively pursued, including recovering appropriate costs from leaseholders. However, there was a financial risk to the Council and approval was sought to increase the load facility to GRE5 to ensure the essential fire safety work could be completed.

The Cabinet noted that the original estimated costs were £4m in 2017 when the building was acquired and were estimated to be £7m plus VAT at the time of the 2019 Cabinet report. The current costs had risen to £17.8m and the reasons were explained and summarised in Table 1 of the report. The Leader commented that he was not on Cabinet at the time of the acquisition and had spoken at the Cabinet meeting to express opposition the purchase given the significant financial risks to the Council which had since materialised. However, since that time the options available to carry out the essential works to protect residents had narrowed.

Speaking under Rule 30, Councillor Strutton asked why insurance had not covered the costs. It was responded that live insurance claims were being vigorously pursued. If successful this would further offset the costs.

The Cabinet agreed the recommendations, including the matters to be referred to full Council, as it was essential the works were completed. It was noted there was a recommendation to explore the longer term options for GRE5 to determine the future role of the Council.

Resolved –

- (a) That the update report including the latest financial position be noted;
- (b) That it be noted that there may be a requirement for an additional loan facility to be made available to GRE5 (subject to additional analysis) which would require full Council approval;
- (c) That it be noted that a Council parent company guarantee is required to enable GRE5 to enter the GFA and secure funding from HE. The guarantee should relate to the DA costs for ACM cladding and strictly associated works only;
- (d) Recommend to Full Council that approval should be given for a parent company guarantee to be entered into as set out in c) above and that the Treasury Management Strategy should be amended to reflect this;
- (e) Recommend to Full Council that the loan facility previously approved by the Cabinet be approved and that authority be delegated to the Chief Executive to enter into an appropriate loan agreement with GRE5;
- (f) That delegated authority be given to the Chief Executive to develop a longer-term strategy for GRE5, including appropriate phasing of future works and options for the leaseholders or another third party to acquire the shareholding;
- (g) Noted that the issues arising will be dealt with as part of the ongoing financial review of the Council's governance and contract management of its Group Companies;
- (h) Agreed that a decision on an additional loan facility is deferred until further information on future works and costs is available in the next month and that a decision may be sought directly from Full Council if this is not in accordance with the Treasury Management Strategy; and
- (i) Agreed that the Council requests that GRE5 prioritise essential cladding and directly associated works under the DA and that it reviews the scope and timing of all other works outside the scope of the DA,

Cabinet - 21.06.21

including ongoing advisor costs in light of the Council's financial constraints.

10. Covid-19 Decisions Update

Details of the significant decisions taken by officers were noted by the Cabinet and ratified insofar as they related to Executive functions, as set out in Appendix A to the report.

Resolved – That the significant decisions taken by officers in response to the Covid-19 pandemic be ratified.

11. Notification of Key Decisions

The Cabinet considered and endorsed the Notification of Key Decisions published on 23rd May 2021 which set out the key decisions expected to be taken by Cabinet over the next three months.

Resolved – That the published Notification of Decisions be endorsed.

12. Exclusion of the Press and Public

Resolved – That the press and public not be excluded as the matter set out in the Part II agenda was noted during consideration of the Part I report on Nova House, without disclosing any exempt information.

13. Nova House - Update on Progress Appendix

Resolved – That the Appendix be noted.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.16 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	26 th July 2021
SUBJECT:	Slough Borough Council Annual Report 2020/21
CHIEF OFFICER:	Associate Director, Strategy & Improvement
CONTACT OFFICER:	Thomas Overend, Strategy and Policy Lead Dr Ellie Gaddes, Principal Strategy and Policy Officer
WARD(S):	All
PORTFOLIO:	Councillor Swindlehurst, Leader of the Council and Lead Member for Financial Governance, Economic Development and Council Plans
KEY DECISION:	NO
EXEMPT:	NO
DECISION SUBJECT TO CALL IN:	YES
APPENDICES:	<i>A – Draft Annual Report 2020/21</i>

1 Summary and Recommendations

- 1.1 To provide Cabinet with the draft Annual Report for 2020/21.
- 1.2 Cabinet is requested to approve the content of the draft Annual Report 2020/21 for publication.

Recommendations:

Cabinet is requested to resolve that the content of the draft Annual Report 2020/21 be approved for publication.

Reason: To demonstrate the progress made in delivery of the Five Year Plan outcomes.

2 Report**2.1 Introduction**

2.1.1 The Annual Report supports the delivery of the 5 Year Plan Priority Outcomes by detailing the work the council has done over the last 12 months to meet these objectives. The report addresses all five outcomes:

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

- Outcome 2: Our people will be healthier and manage their own care needs.
- Outcome 3: Slough will be an attractive place where people choose to live, work and stay.
- Outcome 4: Our residents will live in good quality homes.
- Outcome 5: Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.

2.1.2 The Annual Report also supports the delivery of the four priority areas outlined in the Slough Wellbeing Strategy 2020-2025, by detailing the work done across the council in the last year. Much of this work will help meet these four priorities. However, the Annual Report does not specifically outline how these projects sought to meet the Wellbeing Strategy priority areas, as this information will be detailed in the Wellbeing Board Annual Report for 2020/21.

2.1.3 The four priority areas found in the Wellbeing Strategy are:

- Starting Well
- Integration
- Strong, healthy and attractive neighbourhoods
- Workplace Health

The priorities in the Wellbeing Strategy are informed by evidence of need contained in the Joint Strategic Needs Assessment.

Options considered

Option 1 – approve the Annual Report as set out in Appendix A

Option 2 – suggest amendments to the draft Annual Report.

Option 1 is recommended

Background

2.1.4 This report provides Cabinet with a draft of the Slough Borough Council Annual Report for the 2020 -2021 financial year. The draft report can be found attached as Appendix A.

2.1.5 The Annual Report includes:

- A joint introduction from the Council Leader and Council Chief Executive.
- A timeline of key events from the last year.
- Information on the COVID-19 response.
- Information and data on work done to achieve each of the council's five priorities.
- Information on partnership working in Slough.
- High-level information on the budget and finances of the last year.

2.1.6 This year's annual report contains several changes from previous years. These changes have all been introduced either to keep the document clear, accessible and engaging to a range of audiences, or to ensure that major events or projects from the last year were addressed.

In particular, these changes include:

- A joint introduction from the Leader of the Council and the Council Chief Executive. This joint introduction keeps the document shorter and easier to access, as well as demonstrating joined up and collaborative working between officers and members.
- A timeline of key events from the last year. This will provide a highly visual overview of the last year, making the document more engaging and interactive. It will also provide a context to the COVID-19 section of the report, by providing an overview of some of the key events in the COVID-19 pandemic.
- COVID-19 section. In order to recognise the fact that much of the work the council has done over the last year has been part of the COVID-19 response, a designated section in the Annual Report has been created this year. This section provides an overview of some of the key work done by the council to respond to the challenges created by the pandemic, including the #OneSlough response, community testing, enforcement, support to care homes and support to schools.
- Information on priorities. The structure of these sections has been altered to include an overview of the work done for each priority, a case study of one project in that area, and the performance indicator data for that priority. Including a case study for each priority area aims to expand the use of case studies, after their success in the previous report. Including the performance indicator data in the main body of the report - rather than at the end of the report - allows us to incorporate this quantitative evidence directly into our discussion of our work and projects, and ensures this data is as transparent as possible.
- Partnership working. This section has been added to the report in order to detail some of the partnership working taking place across the council, including the partnership boards and the Slough Leaders group.

3. Implications of the Recommendation

3.1 Financial implications

3.1.1 There are no financial implications of proposed action.

3.2 Legal implications

3.2.1 There are no Human Rights Act implications arising from this report.

There is no legal requirement to present an Annual Report to Cabinet, however the Annual Report allows cabinet to evaluate the progress of the Council over the last year in meeting our priority outcomes.

3.3 Risk management implications

3.3.1 There are no risk management implications of proposed action.

3.4 Environmental implications

3.4.1 None.

3.5 Equality implications

3.5.1 There are no equalities implications arising directly from this report. However, the report does highlight some of our achievements over the last year in promoting equality in Slough, including:

- Food vouchers were provided to young people who would normally be in receipt of free school meals. These vouchers were provided not only during term time when schools were closed to the majority of pupils, but also during the school holidays. Free, virtual activity clubs were also provided during the holidays for these young people, to make sure young people of all backgrounds were able to access the support they require during these challenging times.
- Slough residents living with disabilities were supported fully throughout the pandemic. Social workers combined virtual support with face-to-face support where necessary, and support such as day centres which could not run as normal were adapted to continue throughout the pandemic. Unpaid carers were also supported, and the council worked with carers in Slough to co-produce a new Carers Plan outlining how carers would be supported.
- The youth engagement team continued to work with young people across Slough, including the Spectrum group, which works with young LGBTQ+ people in Slough.
- Rough sleepers continued to be supported throughout the pandemic, and the 'Everyone In' initiative allowed rough sleepers across Slough to be provided with emergency accommodation at the start of the pandemic. 51 rough sleepers in Slough were housed, and received help and support from council officers.

4. Background Papers

None

**Slough Borough Council Annual Report
2020/21**

Draft – Spring 2021

DRAFT

Welcome

2020-21 has been a year like no other for local government, and Slough Borough Council and our partners can look back in pride at how we rose to the challenges of the COVID-19 pandemic. Our staff responded with flexibility and agility – helping our residents to access services in new and different ways to ensure everyone in Slough was supported through these unprecedented times. This report highlights some of our achievements from the last twelve months, as well as highlighting some of the challenges we have still to tackle.

Alongside our voluntary sector partners in the #OneSlough group, we stepped up at the beginning of the pandemic to support our most vulnerable residents. The COVID-19 section of this report highlights some of the achievements we made together in a number of areas, including: the delivery of food parcels; enabling contact tracing and community testing; helping businesses to adapt to new regulations; ensuring care homes had access to assistance and coordinating the distribution of PPE; and supporting our schools and young people.

Despite the pressure on our staff and our resources, we have also been able to continue to work towards the implementation of our Council Five Year Plan. The Priorities section of this report outlines some of the key work we have done to achieve the five priority outcomes listed in our Five Year Plan:

- Ensuring that Slough's children grow up to be happy, healthy and successful
- Supporting our people to become healthier and manage their care needs
- Making Slough an attractive place where people choose to live, work and stay
- Ensuring our residents live in good quality homes
- Enabling Slough to attract, retain and grow businesses and investment to provide opportunities for our residents

Alongside our partners in the Slough Leaders Group, we have now launched our new Slough 2040 Vision. This Vision sets out our shared ambitions for the future of Slough, and was created by listening to our residents, elected councillors, and the organisations which serve the town. You can read more about the Slough 2040 Vision in the Partnerships section of this document.

The council has also made significant progress with our Transformation Programme, known as Our Futures. This includes the launch of our new website designed to allow residents to quickly access the services they require online, the shift towards delivering our services in communities, and a redesign of our organisation structure to ensure our teams are well placed to deliver the best services to residents. You will read about several of the successes of the OurFutures programme in this report, woven throughout the different sections of the document.

This report summarises some of our key achievements from the last year. It outlines some of our areas of success, and the work we are proud to have achieved during the challenges of the last 12 months. However, as a council, we continue to face significant pressures from both the COVID-19 pandemic, and from the financial position we now find ourselves in. Over the next year, we will work to support the town through its recovery and continue to implement our Council Five Year Plan. We are confident that Slough will come out of this crisis stronger than ever, and continue to grow as a place of opportunity and ambition for all.

Josie Wragg – Slough Borough Council Chief Executive
Councillor James Swindlehurst – Leader of the Council

DRAFT

Highlights

Notes: Highlights of the last 12 months, showing the key events which have taken place during this time. This will be displayed as a highly visual timeline.

April	New financial year begins with the country in the first lockdown of the COVID-19 pandemic. Clinically Extremely vulnerable people advised to shield. #OneSlough response provides support to the community. Everyone In campaign temporarily houses rough sleepers in Slough. Slough Business Improvement District launched.
May	The first lockdown begins to ease, with people allowed to leave the house more than once a day.
June	Schools reopen their doors to all students. Bus lane trial begins.
July	Lockdown eases further, with hospitality businesses reopening and international travel permitted. Funding secured for Langley Road Improvements.
August	COVID-19 shielding for Clinically Extremely Vulnerable people ends.
September	New school year begins, with students attending face-to-face learning. Council arranges socially distanced home-to-school transport.
October	3-tiered lockdown system launched. Slough is placed in the medium tier. Country placed in the second national lockdown. E-scooter rental trial begins.
November	Council purchases former Colnbrook GP site. Planning team invites residents to comment on Spatial Strategy element of the new Local Plan.
December	Second national lockdown ends. Slough is placed in Tier 3 restrictions, before being moved to Tier 4. Shielding for Clinically Extremely vulnerable residents begins again. COVID-19 vaccination programme begins. Chalvey Community Hub completed. Slough Youth Awards take place.
January	Country placed in the third national lockdown. Community testing trial begins, and is expanded across Slough. Kitemark accreditation scheme for early years settings is launched.
February	Two new hotels built on the old library site open.
March	Schools reopen after third lockdown. Shielding for Clinically Extremely Vulnerable residents ends. Council announces that Britwell Centre will be refurbished.

COVID-19

The last twelve months have been an immensely challenging time for everyone. At the start of last year, we were in the grip of the first wave of what would become the worst pandemic the world has seen in 100 years. The country was in a national lockdown, businesses were closing their doors and putting employees on furlough, and our clinically vulnerable residents were staying at home to shield themselves. And in our hospitals, our NHS colleagues were fighting to save the lives of those who were seriously ill with the virus.

Over the last year, staff from across the council have worked alongside our colleagues from the NHS, the voluntary sector, the police, and many more organisations, to support our residents through these unprecedented times. We have directed resources, staff and funding towards the COVID-19 response, to ensure that we were doing everything we could to help the people of Slough through this crisis.

At the start of the pandemic, we paired up with Slough Council for Voluntary Service (CVS) to work together to provide support to everyone in the town who needed it. We called this approach **#OneSlough**. Together, we established regular food parcel deliveries to those who were unable to leave their homes. 3,000 hot food boxes and 1,200 food parcels were delivered in the first weeks of the lockdown to those who needed them. We also set up the Community Champions programme, where 600 volunteers from the community were given weekly updates on key COVID-19 news and information, so that they could help spread accurate information to the communities of Slough.

While the #OneSlough group were providing support and assistance to residents in need, the council's Public Health Team led the work to try and reduce the spread of the virus in the town. The team ran the **contact tracing** system operating in Slough, working to track down people who had tested positive for the virus and who the national contact tracing team had not been able to trace. In January, the team also led Slough's part in a 6 week pilot to trial the effectiveness of **community testing**. A testing centre was established at The Centre on Farnham Road, to offer free tests to any resident without symptoms. After the success of this initial site, this was expanded out to more locations, including Langley College Sports hall and a range of mobile sites. A total of 28 sites have now been used for community testing, with over 21,000 tests carried out in Slough.

While most of our residents and businesses complied with the **lockdown** restrictions, we hired 16 designated COVID-19 officers to work alongside council staff to help enforce the lockdown regulations in the town. Around 3000 visits were made to businesses during the pandemic, to check organisations were complying with regulations, issue advice and guidance, and in some cases, take further enforcement action.

Throughout the pandemic, our social care team has worked to support both the people who receive care, and the organisations and staff who provide care. At the start of the first lockdown, our team quickly set up an on-call service, 8am-8pm, seven days a week, to ensure **care homes and care providers** could access assistance if they needed it. We also co-ordinated the purchase and distribution of PPE, so that our care homes and providers had access to the right PPE to keep their staff and residents safe. Our **social workers** switched to working virtually where possible, but also continued face-to-face visits where necessary to support Slough residents. Some of our services, such as our day centres, were forced to suspend their normal operations during the pandemic, so alternative provision such as home support was introduced to make sure that the needs of service users continued to be met. Throughout the pandemic, the social care team worked hard to ensure that our duty to care for those residents in need of care and support was met at all times.

Our education team also worked to support **schools and young people** during the pandemic. A weekly group meeting to bring together Slough headteachers and council staff was set up, to discuss challenges around keeping schools open and young people supported. A liaison officer was also appointed to support schools with issues around testing and isolation of students. The council also supported schools with the delivery of free school meals vouchers to vulnerable students. This was delivered through government funding in term times, but the council also provided food vouchers and free virtual activity clubs during the school holidays.

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

Our first priority is all about the children and young people of Slough. This priority considers the education, health and wellbeing of all our young people, and the pathways these create for them to live successful and fulfilled lives.

For our school-aged children, the last twelve months have been extremely challenging. **Schools** in Slough have worked hard to provide high-quality learning and education for young people throughout the pandemic – both virtually and face-to-face. We have worked with schools during the last twelve months to support them throughout the challenging, and rapidly changing environment of the pandemic. Despite these challenges, achievement in Slough schools was high once again, with over 60% of our GCSE students achieving Grade 5 or above in English and Maths. We continued to improve our **school facilities** over the last year. In December 2020, we were excited to announce that the new facilities for Grove Academy were complete. The school has been operating from a temporary location in the former Thames University site, but can now move into its brand new, state of the art facilities.

Our **Early Years** services provide early education and childcare to children before they start school - supporting parents to provide their children with the best start in life. Our children's centres, family hubs and childcare settings remained open throughout the last year, to ensure that children who needed care received it during the pandemic. Our early years education and childcare is all currently rated good or outstanding by Ofsted and the educational attainment for children across the early years foundation stage is well above average national standards. Our teams have been working to encourage families to take up the free hours of childcare they are entitled to if they have a child aged two or older, as evidence suggests that educational attainment in later life is improved if a child takes up their early years place.

Our **youth work** team has also continued to be active in their work to support young people across the town. In November we supported schools, colleges and youth groups to take part in the 'Make Your Mark' ballot. The Make Your Mark ballot allows young people to vote on the policies that are most important to them, and shape what campaigns the Youth Parliament will work on over the next year. This year was the biggest ever Make Your Mark ballot, and it all took place digitally for the first time. In December we also held the fifth Slough Youth Awards to celebrate some of the exceptional young people of Slough. Congratulations to all the young people who were nominated or won an award!

Over the last year, we have also worked to improve the **health** of our children and young people. This has included running a 'Ready for Pregnancy' campaign to ensure that women are healthy and prepared for pregnancy. This project encourages women to take regular exercise, eating healthily, reduce or stop their alcohol intake and stop smoking, to ensure the best outcomes for them and their baby. The team has also run a campaign to improve oral health in children, by creating and promoting a video to encourage children to brush their teeth. Finally, we have installed a brand new play area in Upton Court Park, and improved play areas in Pippins Park and Manor Park Recreation ground – encouraging our children and young people to stay active and healthy!

Case Study: Early Years Kitemark Accreditation Scheme

What are we doing? At the start of 2021, we launched our new Healthy Early Years accreditation scheme for early years settings in Slough. Through the scheme, early years providers will be supported to promote the health and wellbeing of the children they care for, in areas such as nutrition, oral health, physical activity and emotional and mental wellbeing. Settings will be assessed in these areas, and will be able to provide evidence of good practice to achieve a bronze, silver, gold or platinum level of accreditation.

Why are we doing this? Slough has high levels of childhood poor health, particularly in the areas of oral health and obesity. 11% of reception aged children are currently classed as obese, and 37% of five-year olds have signs of dental decay on their teeth. Early interventions to improve children's health can lead to better health as they get older, and prepare them for a healthy and fulfilled adult life.

How do we know its working? Since the scheme was launched a few months ago, sign-up has been high among early years providers, with 25 settings registering with the scheme. Many of these settings have now begun making changes to improve health and wellbeing among the children they work with, and will soon be assessed and receive their accreditation.

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How did we do?

Performance Measure	Previous Performance		Direction	Current Performance		Target
Percentage of Child Protection Plans started in year that were repeat plans within 2 years	G	4.3% (5)	↓	A	10.7% (9)	<10%
Attainment gap between all children and bottom 20% at Early Years	G	31.0%	↑	G	30.1%	<32.4%
Attainment gap between disadvantaged children and all others at Key Stage 2	Data not available due to COVID-19.					
Attainment gap between disadvantaged children and all others at Key Stage 4	Data not available due to COVID-19.					
Percentage of young people not in education, training or employment	G	4.0%	↓	G	4.2%	<=5%
Percentage of reception aged children classified as overweight including obese	-	21.9%	↓	A	23.0%	<23.0%
Percentage of year 6 aged children classified as overweight including obese	-	41.0%	↑	A	40.8%	<35.2%

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

Priority Two focuses on the health and wellbeing of our residents. This priority is all about improving the physical and mental health of our residents, and providing support to those who need it.

Over the last year, the Adult Social Care team has worked hard to support both the people who receive care, and the people who provide it, through the pandemic. Throughout this time, we have supported nearly 2,500 people who receive care and support in Slough. Of the people receiving long-term support, around 20% receive their care and support in a residential setting, while the other 80% receive care and support in their own home.

Ensuring care users are empowered to **manage their own care and support needs** is a central part of the work of our adult social care team. Direct payments allow care users to do this, by providing them with the support to purchase and organise their care around their own needs. Over the last year, we have continued to work to encourage people to receive their care through a direct payment, with nearly 600 people now receiving a direct payment.

Supporting people who receive care to continue living **independently** in their own homes is another crucial part of the work we do. The responder service supports vulnerable residents to remain independent in their own home. The service provides fast support and care to people who have fallen and cannot get up without aid, or when a service user is feeling unwell, but does not necessarily require an ambulance. To benefit from the scheme, service users need to have a specialised alarm system, which they can trigger in the event of an emergency. Over the last year, the responder service has been called out to assist people over 1000 times.

We have also continued our work to ensure our care users are provided with **joined-up, integrated care** which meets all their different needs. Our Adult Social Care team has worked closely with colleagues from the mental health team, community nurses, local GP's and the voluntary sector. By joining together staff from different organisations, we are able to work together to design care which works for the service user.

We have also continued our work to support those people who provide **unpaid care** to others, such as a family member or friend. Over the last year, we have worked with local carers to co-produce a Carers Plan. This plan outlined how carers would be supported during the COVID-19 pandemic and the following months. The vision, priorities and design reflects the views and wishes of our local carers, and focuses upon promoting awareness of carers, and identifying the needs of carers in Slough.

The pandemic has highlighted the importance of **mental health**, and shone a spotlight on the need to consider our mental wellbeing alongside our physical wellbeing. The Mental Health teams in Slough have continued to work closely with the people who use their services to co-produce their approach to mental health. This has included working with 'peer mentors' to deliver preventative approaches to mental health, launching the Enabling Town Slough website, which aims to increase the accessibility of mental health services in Slough, and supporting people looking for employment through the Placement Support service.

As well as mental health, we have also worked to improve the **physical health** of our residents. The Integrated Health and Wellbeing Service was launched at the beginning of the year. This brings a wide range of services, including NHS health checks, stop smoking support, weight

management programmes and fall prevention support, all together in one place. Slough residents can refer themselves to these services by going to the Health and Wellbeing Slough website. And while many of our leisure services were closed during the pandemic, we have successfully opened four new green gyms over the last year, and continued running our Active Slough programme of physical activity and sports, providing online classes seven days a week, to keep our residents fit and active throughout the year.

Case Study: #Fit2FightCovid

What are we doing? During the pandemic, the council has been running the #Fit2FightCovid campaign, to encourage people to be more active, loose weight and fight COVID-19. The campaign promotes lots of different ways people can get active, including taking part in one of the free Active Slough online fitness classes, using one of the 30 green gyms in Slough, or doing an interactive park walk.

Why are we doing this? In Slough, only 20% of residents are identified as active, and more than two thirds of adults are overweight or obese. Being overweight or obese is more likely to lead to a positive test for COVID-19, and more likely to lead to hospitalisation for the virus.

How do we know its working? The #Fit2FightCovid campaign directed people to take place in a variety of activities, including the free online Active Slough classes. The Facebook page containing these classes received high levels of engagement from the people of Slough, with over 8,000 people being reached in the last year.

How did we do?

Performance Measure	Previous Performance		Direction	Current Performance		Target
Number of adults receiving a Direct Payment	R	602	↓	R	583	650
Uptake of targeted NHS health checks	Health checks paused during COVID-19.					
Percentage of residents inactive	Data not available due to COVID-19.					

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

This priority is all about the identity of Slough as a place, and how it feels to live and work here. This priority focuses on the neighbourhoods and green spaces of our town, as well as the safety and sustainability of Slough.

Over the last year, we have continued to progress the rollout of our **Strong, Healthy and Attractive Neighbourhoods** programme. This programme seeks to work with Slough residents to improve their local neighbourhoods and develop a sense of community pride. The council has worked alongside residents and community organisations in Chalvey to create a Chalvey plan, and to set up the Chalvey Community Partnership to deliver this plan. This group is now working on several projects in the area, including 'Chalvey Can' - a Sport England funded project to encourage people to take part in exercise. Work has now begun to introduce this programme in Colnbrook, and we are currently engaging with the people of this neighbourhood to find out what matters most to them.

We have also moved more of our council services into local neighbourhoods. Members of our customer service team can now be found out in the **community in our new hubs**. This means that people can now access support from the council more easily, and our customer service team can get to know the communities they work with better. The new Chalvey Community hub has now been completed, with customer services sitting alongside training rooms, a kitchen, and IT facilities for the community and voluntary sector. The Britwell Centre is also being extended and revamped, and will bring together council services, the library, community group facilities, as well as community health services.

Our **community safety team** has continued their work to improve the safety of Slough residents. During the pandemic, incidents of domestic violence increased across the country. Our team worked alongside the police and our other partners to ensure that support was in place for victims of domestic abuse and families, raise awareness of domestic abuse and the support available, and deliver domestic abuse training to professionals across the town. Our team has also run a campaign to encourage people not to carry knives, by breaking down the perception amongst some young people that carrying a knife makes them safer. This campaign has been promoted through social media, press releases, and the creation of a spray-painted mural in the town centre. We have also continued our award-winning work to reduce modern slavery, becoming one of only two councils in the country to be involved in a pilot project to explore how car washes can be licenced to reduce the risk of modern slavery.

The pandemic has also led to changes in how we use green spaces, with our **parks and open spaces** seeing an enormous increase in use over the last year. Our parks team has worked hard to keep all our parks open, clean and safe throughout the year, while also making some exciting improvements. The rose gardens in Salt Hill Park and Cippenham Recreation Ground were both refurbished, new wild flower meadows were created in Salt Hill Park and Upton Court Park, and a community orchard was planted in Salt Hill Park, ensuring that these spaces continue to be places for all our residents to enjoy.

This year, the council has taken a huge step forwards in our plans to improve our **sustainability**. The Council has now agreed a new carbon management plan, setting out our target to reduce our net emissions by 100% over the next 10 years. This will reduce our carbon footprint, help reduce dangerous climate change, and save us money while doing so. We have also continued our work to improve air quality in the town. We have been awarded over £10 million to fund different projects including installing more electric vehicle charging points, establishing a

Slough Electric Vehicle Car club, and a project to encourage taxi drivers to switch to electric vehicles. Through these projects, we are aiming to reduce air pollution in Slough, and by doing so, improve the health of our residents.

Finally, we have worked over the last year to increase the amount of household waste which is sent for reuse, **recycling** or composting. We have run a campaign promoting the 'Just Four' message to Slough households, which has led to an improvement in the recycling rate for the town over the last year. Over 26% of all Slough's household waste was sent for reuse, recycling or composting this year – the highest amount in the last five years!

Case Study: Urban Forest

What are we doing? The council is currently working to create an Urban Forest in Slough. £1 million of funding has been secured to plant over 9,000 trees across Slough. As part of this project, the Hawker Hill Field and recreation ground in front of Linden House is being transformed into an area of woodland planted with birch, oak, spruce, pine, rowan, beech and hawthorn. A boardwalk path will be created throughout the woodland, and a wildflower labyrinth will be planted.

Why are we doing this? The council is aiming to reduce our net carbon emissions by 100% over the next ten years, in order to help prevent dangerous climate change. Planting woodland reduces the amount of carbon dioxide in the atmosphere, as trees capture carbon as they grow.

How do we know its working? Estimates of how much carbon the trees will capture vary depending on how many trees survive to maturity, how large they grow, and what species of tree they are. However, all our estimations tell us that the 9,000 trees we are planting will capture a considerable amount of carbon dioxide each year, and that the amount they capture will increase every year as the trees grow larger. These trees will offset the council's carbon emissions, and by doing so, help to reduce global climate change.

How did we do?

Performance Measure	Previous Performance		Direction	Current Performance		Target
Average level of street cleanliness	G	B (2.49)	↑	G	B (2.91)	>=B
Total crime rate per 1,000 population	A	26.7	↓	A	27.7	<24.8
Percentage of household waste sent for reuse, recycling or composting	R	21.9%	↑	A	26.3%	>=30%

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Priority Four: Our Residents will live in good quality homes

Priority four is about the housing in our town. This priority considers both privately-owned and council-managed housing, as well as the people who rent homes, own their homes, or are currently homeless or rough sleeping.

At the start of the COVID-19 pandemic, the housing team worked to ensure that **rough sleepers** in Slough were provided with emergency accommodation as part of the 'Everyone In' initiative. 78 rough sleepers from Slough were housed in hotel accommodation to protect them from COVID-19, and to reduce transmission of the virus in the community. While housed in this emergency accommodation, these individuals were able to access help and support from council officers, and take steps towards securing more permanent housing.

The pandemic, lockdown and businesses closures have created extreme financial pressures for many, and put people at risk of losing their homes. Over the last year, 1,745 households contacted our **Homeless Team** because they were worried about the possibility of becoming homeless. Our homeless team has been hard at work to ensure that as many of these households as possible were prevented from losing their homes.

Despite COVID-19 restrictions being in place for much of the last year, we have also continued to work to maintain safety in privately rented properties. We have continued to run the **housing licensing scheme**, which requires all HMO's in the town, as well as all privately rented properties in parts of Chalvey and the town centre, to be registered with the council. This allows us to improve the quality of rented accommodation by taking action against landlords who do not maintain their properties safely. Over 2,500 properties are now registered with the council as part of this scheme.

The last 12 months have also seen more **affordable homes** being completed in Slough. In partnership with Slough Urban Renewal, we have invested over £12 million to develop a number of affordable homes on small sites across the town. Over the last 12 months, four houses on Turton Way, three houses on Dorset Close and 12 family houses on Wentworth Avenue were completed. These properties will provide much needed social housing, and will all be allocated to local people in need of a home in the town. Planning is also underway for the next set of affordable homes to be created in Slough. Work has now begun to demolish 'Tower House' - an empty tower block in Chalvey. Planning permission has been gained for the site, and it will soon be transformed in 193 new homes for families, with a central green space and play area for children.

This last year also saw us take a major step in shaping the future of **house building** in Slough. Our Planning team are currently creating a new Local Plan for Slough, setting out our vision for how we want our area to develop in the future. This winter, we asked residents and local stakeholders to tell us their views on our spatial strategy, which shows which kind of buildings will be encouraged in which part of our town. This strategy sets out our plan to encourage the building of new homes in the town centre of Slough, making our town centre a vibrant and thriving place which provides homes for our local people. Over 300 people responded to this consultation, with 87% of them telling us they

support our plans to provide new homes in the town centre. The positive results from this consultation mean this strategy will now progress to the next stage, bringing new homes for Slough people in our town centre one step closer.

Case Study: Wentworth Avenue

What are we doing? The council has recently completed the construction of twelve brand new homes on Wentworth Avenue, Britwell. The spacious properties all have three bedrooms, and include gardens, bike storage and car parking. The homes are part of the council's strategy to turn small, disused sites across the town into social housing. Old garages, run-down properties and small parcels of land are being developed into attractive homes. The homes will provide much needed social housing for the town, and will be rented out to local families in need of a home.

Why are we doing this? Slough is in need of more affordable homes. There are currently families on the waiting list for social housing, who are living in temporary accommodation while they wait for a home to become available. Developing new social housing saves the council money by avoiding expensive temporary accommodation, and provides local people with the permanent and affordable homes they need.

How do we know its working? 12 families are moving into the new homes on Wentworth Avenue. This reduces the amount of people waiting for a home, saves the council money, and provides these families with good-quality housing to allow them to build successful and fulfilled lives.

How did we do?

Performance Measure	Previous Performance		Direction	Current Performance		Target
Number of homeless households in temporary accommodation	A	359	↓	R	414	<=299
Number of permanent dwellings completed during the year	A	503	↓	A	501	>=650
Number of mandatory licensed HMOs	A	142	↑	G	267	>=250
The number of service requests that took 90 or more days to close	-	101	↓	R	301	>100

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

Priority Five focuses on the economy of Slough. This priority centres on the regeneration of Slough, the transport infrastructure in our town, and the businesses these support.

At the start of the year, we launched the **Slough Business Improvement District** or 'BID'. The BID brings businesses in the town centre together to unlock the business potential of the area. The Slough BID will last for 5 years, and deliver more than £2 million of investment in the town centre during this time.

As the COVID-19 pandemic struck, the council worked with partners to **support businesses** in the town. We were awarded over £260,000 in funding from national government, which we passed on to the businesses in our town most affected by the national lockdowns. This funding aims to help businesses to welcome shoppers, diners and visitors back safely as restrictions lift.

Over the last year, the **regeneration** of Slough has continued at a fast pace, with design, planning and building work continuing throughout the pandemic. In February, we were delighted to announce that **two new hotels** had opened on the former library site at the junction of the Bath and Windsor Roads. The Moxy and Residence Inn hotels form part of an exciting residential, retail and leisure hub being created on the former Slough library site, to boost Slough's profile and add life to the town centre.

Planning for further regeneration of the town has also continued over the last year. Plans are being developed to transform the **Montem Lane** site, which previously housed the old leisure centre, into 212 new homes. These homes will be a mix of apartments and family houses, and will include improvements to the woodland area and the brook to make an attractive outside space. Plans are also being created to develop **Stoke Wharf** into a vibrant new neighbourhood, including 300 new homes, and opening up the canal waterway for the benefit of the wider community. Finally, British Land, the owners and managers of the Queensmere and Observatory shopping centre, have been working with the council on their proposals to redevelop the **town centre**. They are aiming to consult with residents on these plans in the spring of 2021, before submitting a planning application in the autumn – bringing the regeneration of the town centre one step closer!

Over the last year, we have also worked to improve the **transport** infrastructure of Slough. The COVID-19 pandemic caused unprecedented shifts in how we use transport. In June, the council trailed a bus and cycle lane along the Bath Road, as part of the government's initiative to get more people walking and cycling during the COVID-19 crises. In December, this trial was adapted after consultation with Slough residents. The new bus lane provides more room on the shared pavement for pedestrians and cyclists, by allowing more confident cyclists to travel safely in the bus lane. We also made improvements to the roads in our town, including starting work on the £2million improvements to Langley High Street, and launched our exciting e-scooters trial!

Case Study: E-Scooters

What are we doing? Slough is currently taking part in a trial scheme to allow electric scooters to be used on roads. The council is working with the electric vehicle company Neuron Mobility to pilot the rental of their bright orange e-scooters, complete with world-leading safety features such as voice guidance and lockable helmets. The e-scooters can be picked up and parked at 60 stations across the town, providing people with an easy and fast way to get around Slough.

Why are we doing this? Slough has high levels of air pollution in parts of the town, which can lead to health problems such as asthma or lung cancer. Electric scooters produce very little air pollution and carbon dioxide, allowing people to travel around the town in a way that is fast, affordable, and environmentally friendly.

How do we know its working? In just the first five months of the trial, 10,000 people signed up to use the e-scooters. In this time, riders in Slough have covered 100,000km. When we surveyed riders, we found out that 60% of trips were combined with public transport, and 40% of trips had replaced a car journey. This means that the e-scooters are successfully reducing the amount of car journeys people make in Slough, and by doing so, improving air quality and health outcomes for residents.

How did we do?

Performance Measure	Previous Performance		Direction	Current Performance		Target
Business rate in year collection rate	-	95.8% (£103.8m)	↓	-	90.0% (£68.4m)	n/a
Access to employment: unemployment rate	A	3.0%	↓	R	8.9%	<6.5
Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	G	6 mins 13s	↓	G	6 mins 22s	<10mins

Partnership Working

Collaborative and partnership working is a key part of how we operate at the council. Over the last year, we have worked in partnership with many of the key organisations operating in Slough, including the organisations from the voluntary sector, our local NHS colleagues, the police, businesses, schools and many more.

This year, the **Slough Leaders Group** was formed to encourage partnership working in Slough at a strategic level. The group brings together leaders from some of the key organisations working in Slough for regular meetings, in order to allow organisations to build connections and identify opportunities for collaboration. The group brings together representatives from:

- Slough Borough Council
- Thames Valley Chamber of Commerce
- Frimley Collaborative CCG (formerly the East Berkshire CCG)
- Frimley Health NHS Foundation Trust
- Thames Valley Berkshire Local Enterprise Partnership
- Slough Council for Voluntary Services
- Thames Valley Police
- Windsor Forest Colleges Group
- Berkshire Public Health

The group has worked together on several projects, including COVID-19 recovery in Slough, work to create a new brand for Slough, and the Slough 2040 Vision.

The **Slough 2040 Vision** outlines the shared ambitions of the group for the future of Slough. The vision was created by engaging with the local people of Slough – our residents, elected councillors, and the organisations that serve the people of Slough. By listening to their voices, we have created a bold and ambitious shared vision of Slough's future. Over the next 20 years, we will work in partnership with the residents, public bodies, charities and businesses of Slough to transform this vision into reality. *(Note: Slough 2040 Vision wheel to be included showing content).*

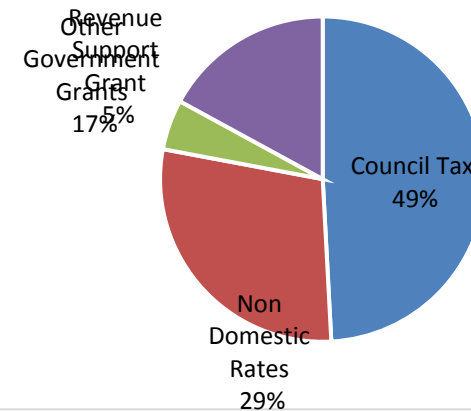
We also work collaboratively through our **Partnership Boards**. These include our three statutory boards – the Slough Wellbeing Board, the Safer Slough Partnership, and the Slough Safeguarding Board – and the other boards which sit alongside these, including the Regeneration, Economy and Skills board, the Health and Social Care Partnership Board, and the Children and Young People's Partnership Board. You can read more about our partnership boards in the separate annual reports which several of these boards produce, and which are published on our website.

Our Budget

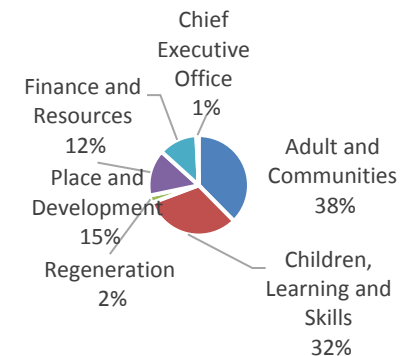
These pages contain information about the council's budget, and how we spent our money over the last year. The current forecast position as at 31 March 2021 is an overspend on service budgets of £6.580m. However, work is still ongoing and the figures are likely to change.

Directorate	Revised Budget £'000	PROVISIONAL (Year End) Position 2020/21 £'000	Full Year Variance £'000
Adult and Communities	51,721	53,966	2,245
Children, Learning and Skills	40,632	45,504	4,872
Regeneration	(886)	3,475	4,361
Place & Development	20,947	21,466	519
Finance and Resources	10,529	18,001	7,472
Chief Executive Office	1,123	1,123	0
Service Total	124,066	143,535	19,469
Non-Service Areas			
Treasury Management	915	1,735	820
Other Corporate Items	(3,975)	(3,275)	700
Total Expenditure	121,006	141,995	20,989
<u>Funded by:</u>			
Council Tax	(61,121)	(61,121)	0
Business Rates – Local Share	(33,869)	(33,869)	0
Business Rates Surplus	(1,970)	(1,970)	0
Revenue Support Grant	(6,222)	(6,222)	0
Other Grants	(21,230)	(21,230)	0
Funding Total	(124,412)	(124,412)	0
COVID Grant Estimate	3,406	(11,003)	(14,409)
Total including COVID Grants	0	6,580	6,580

Council Income



Council Net Expenditure



SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 26 July 2021

SUBJECT: REVENUE AND CAPITAL BUDGET MONITORING REPORT
2020-21 PROVISIONAL (YEAR-END) POSITION

CHIEF OFFICER: Steven Mair, Section 151 Officer

CONTACT OFFICER: Steven Mair, Section 151 Officer

WARD(S): ALL

PORTFOLIO: Cllr Swindlehurst: Leader of the Council

KEY DECISION: NO

EXEMPT: NO

DECISION SUBJECT TO CALL IN: NO, this a noting report only.

APPENDICES:

'A'	-	General Fund Revenue Forecast Position
'B'	-	General Fund Savings Position
'C'	-	Transformation Fund Position
'D'	-	Housing Revenue Account Forecast Position
'E'	-	Capital Programme Summary
'F'	-	Capital Programme General Fund Position
'G'	-	Capital Programme HRA Position

1 Summary and Recommendations

- 1.1 This report provides Cabinet with an update on the provisional financial outturn of the Council's General Fund Revenue, Housing Revenue Account and Capital Programme for the financial year 2020/21.
- 1.2 This report reflects a forecast position and issues at this point in time, and these will inevitably change as further work is undertaken on preparing accounts for this financial year which is yet to be started. Changes will also arise from the ongoing financial review.

Recommendations:

Cabinet is requested to:

- a) Note the reported provisional financial position of the Council for the year end 2020/21 of a £6.6m overspend;

- b) Note the financial risks of £49.8m in Section 7 that could impact the final outturn position, that together with the £6.6m overspend is the £56.4m reported in the s114 Notice on 2 July 2021;
- c) Note the provisional capital outturn for the General Fund of a £4.8m underspend, a £14.3m underspend for the HRA and the overspends on two large projects.

2 THE PROVISIONAL GENERAL FUND (YEAR END) POSITION 2020/21

COUNCIL SUMMARY

- 1.3 The 2020/21 approved net budget for the Council is £124.412m.
- 1.4 The provisional year-end position for the Council at the end of the financial year 2020/21 is a **£6.580m** overspend. This is inclusive of COVID related expenditure as well as COVID Grants received within the year. The Quarter 3 Monitoring report showed Covid grant separately and for the provisional outturn these grants have been applied to the services where applicable.
- 1.5 The projected outturn for 2020/21, based on expenditure to 31st December 2020, reported to Cabinet on 1st February 2021 assumed a £2.873m underspend. The Medium-Term Financial Strategy 2021/22 – 2023/24, approved by Council on 8th March 2021 assumed £2.400m of this underspend would be used to part fund the Slough Children’s Trust historic deficit with the remaining £0.473m being used to help fund the 2021/22 budget.
- 1.6 When the budget for 2021/22 was set it assumed an £8.173m General Fund balance and only £3.252m of other earmarked reserves. In the report the S151 Officer, as part of his statutory S25 statement to Council referred to these as follows *“the level of reserves are currently barely adequate to cover unforeseen demands and will need to be increased going forward.”*
- 1.7 In May 2021, the 2018/19 accounts were approved at Full Council. As part of this process an error in the level of surplus due to the Council by the Slough Urban Renewal (SUR) company accounted for was identified, reducing the general fund balance at 31.03.20 to £0.550m. This is the lowest level of reserves of all upper tier councils in the country and is not a sustainable level of reserves going forwards.
- 1.8 Additionally, the 2019/20 accounts have not been prepared and will need auditing in due course.
- 1.9 A new senior financial management team has been put together since April 2021 to drive forward the Council’s financial recovery and transformation. It is also reviewing past practice prior to the MHCLG Financial Assurance review to be undertaken in the summer and the audit of the 2019/20 and 2020/21 Accounts.
- 1.10 This work is also addressing the recommendations by external audit arising from the 2018/19 Audit and their statutory recommendations and action plan reported to Council in May 2021. This work is in progress and has so far identified a number of areas that will have a cumulative impact on the financial position as at 31 March 2021:

Table 1. Emerging Cumulative Issues Impacting Position at 2020/21

	Cumulative Impact £000
Funding the Council's Minimum Revenue Provision (the principal repayment on council loans) from asset disposals, contributing to the Council exceeding its Capital Financing Requirement (CFR).	37,580
Revenue costs of funding the refurbishment costs of Nova House that had been assumed to be capital.	5,200
Revenue costs, particularly in respect of IT that had been incorrectly coded to capital.	3,510
Inadequate provisions - various additional provisions required	3,500
Total changes not taken into account in previous forecasts	49,790

- 1.11 The £49.8m above in addition to the £6.6m overspend in paragraph 5.2 is the cumulative deficit position of £56.4m as reported in the s114 Notice on 2 July 2021.
- 1.12 The Council had savings planned for 2020/21 of £7.955m, only £1.929m of these were delivered in the year and £6.026m of savings were deemed to be unachievable in the year. Of this, £4.929m was included as a pressure in the 2021/22 budget report to remove the savings. The £6.026m unachieved savings contributed to the Council's overspend and is set out in more detail in Appendix B.
- 1.13 The current provisional outturn position excluding the emerging issues shows an overspend of £6.580m which is summarised in table 2 overleaf with full details shown in Appendix A.

Table 2. General Fund Provisional Outturn Position 2020/21

Directorate	Revised Budget £'000	PROVISIONAL (Year End) Position 2020/21 £'000	Full Year Variance £'000	Last Variance Dec 2020 (Q 3) £'000	Change £'000
Adult and Communities	51,721	53,966	2,245	6,426	(4,181)
Children, Learning and Skills	40,632	45,504	4,872	2,394	2,478
Regeneration	(886)	3,475	4,361	3,190	1,171
Place & Development	20,947	21,466	519	2,521	(2,002)
Finance and Resources	10,529	18,001	7,472	3,107	4,365
Chief Executive Office	1,123	1,123	0	0	0
Service Total	124,066	143,535	19,469	17,638	1,831
Non-Service Areas					
Treasury Management	915	1,735	820	0	820
Other Corporate Items	(3,975)	(3,275)	700	0	700
Total Expenditure	121,006	141,995	20,989	17,638	3,351
<u>Funded by:</u>					
Council Tax	(61,121)	(61,121)	0	0	0
Business Rates – Local Share	(33,869)	(33,869)	0	0	0
Business Rates Surplus	(1,970)	(1,970)	0	0	0
Revenue Support Grant	(6,222)	(6,222)	0	0	0
Other Grants	(21,230)	(21,230)	0	0	0
Funding Total	(124,412)	(124,412)	0	0	0
COVID Grant Estimate	3,406	(11,003)	(14,409)	(20,511)	6,102
Total including COVID Grants	0	6,580	6,580	(2,873)	9,453

COVID Funding

- 1.14 The Authority received a number of government grants to help address various financial pressures that occurred as a result of the pandemic; these grants can be split into general grants, other specific grants, bids and grants for businesses.
- 1.15 Overall the Council received £66.607m of COVID grant funding in 2020/21. The first tranche of Covid funding (£3.406m) from MHCLG was received at the end of the financial year 2019/20 and was transferred to earmarked reserves to be spent in 2020/21.
- 1.16 The available COVID funding in 2020/21 was thus £69.812m of which £56.270m was spent. Of the remaining balance of £13.542m, £10.303m relates to ring-fenced business grants and will be carried forward to be distributed and spent in the financial year 2021/22.
- 1.17 The remaining £3.239m of unallocated funds includes £1.385m Contain Outbreak Management Fund (COMF) grant and £0.741m of Test and Trace which will be moved to reserves to meet expected related COVID pressures/costs in 2021/22.

The Council tax hardship grant of £1.113m will remain in the General Fund and an equal contribution made to Collection Fund under s13a.

1.18 The council's 2020/21 COVID position is summarised in table 3 below:

Table 3. Summary of COVID Grants

Descriptions	Received £'000	Spent £'000	Balance £'000
COVID Grant General	(9,735)	4,752	(4,983)
Other COVID Grant	(12,310)	6,798	(5,512)
COVID Bids	(2,421)	2,694	273
Business Grants	(37,920)	27,617	(10,303)
MHCLG Tranche 1 B/fwd.	(3,405)		(3,405)
Sub-Total	(65,791)	41,862	(23,930)
COVID GRANT Provisional (Income Loss)	(4,020)	4,020	(0)
Directorate COVID related expenditure to be Offset		10,388	10,388
Sub-Total	(4,020)	14,408	10,388
Total Inc. Business Grants	(69,812)	56,270	(13,542)

1.19 The £13.542m relates to ring-fenced COVID grants that will be transferred to reserves to finance future commitments. The details of these grants are as shown in table 4 below.

Table 4. Transfer to Reserves of Covid Grants

Grants	£'000	£'000
Business Grant		
Business Grants for Closed Businesses	(3,532)	
Backdated Grants for Closed Businesses (Addendum)	(1,764)	
CLG BEIS - Business Support Grant	(4,267)	
Christmas Support Payment - Wet Led Pubs	(93)	
New Burdens - Local Restrictions Support Grants and the Additional Restrictions Grant.	(458)	
New Burdens - Covid-19 business support grant schemes	<u>(189)</u>	(10,303)
<u>Other COVID Grants</u>		
Contain Outbreak Management Fund - Test Track and Contain (Oct 2020)	(1,385)	
Test and Trace Support Grant (Self Isolation Grant)	<u>(741)</u>	(2,126)
Total Grants transfer to reserves		<u>(12,429)</u>
<u>S13a Contribution to Collection Fund</u>		
Council Tax Hardship		<u>(1,113)</u>

Budget Changes

- 1.20 There have been no budget transfers (virements) between directorates since last reported at quarter 3.

Adults & Communities

- 1.21 The Directorate's approved budget is £51.721m with a net provisional outturn of £53.966m. This represents an overspend of £2.245m, (which is 4.3% of the approved budget and an improvement from last quarter). The majority of this overspend is related to the impact of covid. This includes £1.4 of non-achievable income for the Council's leisure contract and £0.549m of an expected increase in income for regulatory services that has not been possible to achieve during the last year due to reduced activity due to the pandemic restrictions.
- 1.22 The provisional outturn position is summarised in the table overleaf:

Table 5. Summary of Adults & Communities Provisional Outturn 2020/21

ADULTS & COMMUNITIES - PROVISIONAL (YEAR END) POSITION 2020/21					
Directorate	Revised Budget	PROVISIONAL (Year End) Position 2020/21	Full Year Variance	Last Variance December 2020 (Q 3)	Change
	£'000	£'000	£'000	£'000	£'000
Adult Social Care	40,303	40,761	458	3,588	(3,130)
Public Health	6,715	6,715	0	315	(315)
Communities and Skills	4,505	5,743	1,238	1,790	(552)
Regulatory Services	198	747	549	733	(184)
Total	51,721	53,966	2,245	6,426	(4,181)

1.23 The overall provisional position in Adult Social Care is a £0.458m overspend. This is an improvement from last quarter due to some services remaining closed resulting in reduced costs and expenditure badged to COVID grant. These pressures do include increase in client numbers by 5% above those normally anticipated, additional support for care providers, inflation increases of up to 5%, additional PPE and loss of income from in-care financial assessments of clients.

1.24 The Communities and Skills overspend of £1.238m is due to the loss of income from the Leisure Services contract and Regulatory Services variance is due to a loss of income, which is compensated by the MHCLG COVID income loss grant.

Management Action

1.25 The Adults Social Care service is exploring all means to reduce this budget pressure in 2021/22. A bid has been placed for some extra funding from Frimley Integrated Care System to offset the additional on-going costs not funded by CCG monies and local authority COVID grant.

1.26 The Recovery plan includes a new Adult Social Care Transformation Programme with support from PeopleToo, a consultancy firm working with the service to implement cost reduction and efficient strategies to maximise the use of the allocated budget.

Children, Learning & Skills and Slough Children's Services Trust (SCST)

1.27 The Directorate's net controllable Revenue Budget for 2020/21 is £40.632m inclusive of the Dedicated Schools Grant (DSG). The provisional outturn is £4.872m (12% of its budget).

1.28 The budget pressure primarily relates to the SCST and reflects the increase in numbers of Children Looked After and the Council's contribution to SCST's historic deficit.

1.29 The provisional outturn position is summarised in the table below:

Table 6. Summary of Children, Learning and Skills Provisional Outturn 2020/21

CHILDREN, LEARNING & SKILLS -PROVISIONAL (YEAR END) POSITION 2020/21					
Directorate	Revised Budget	PROVISIONAL (Year End) Position 2020/21	Full Year Variance	Last Variance December 2020 (Q 3)	Change
	£'000	£'000	£'000	£'000	£'000
Directorate Services	5,377	5,087	(290)	375	(665)
Slough Children's' Service Trust (SCST)	28,723	33,907	5,184	2,345	2,839
Inclusion	787	856	69	(108)	177
Schools	3,691	3,665	(26)	93	(119)
Early Years and Prevention	2,391	2,326	(65)	(311)	246
Sub Total	40,969	45,841	4,872	2,394	2,478
Dedicated Schools Grant (DSG)	(337)	(337)	0	0	0
TOTAL	40,632	45,504	4,872	2,394	2,478

- 1.30 The Directorate service is reporting an under spend of (£0.290m) used to offset budget pressures on PFI unitary charge, CLS and central management and the Children, Learning & Skills other areas.
- 1.31 The Council budget for Slough Children's Services Trust (SCST) overspent by £5.184 of which £2.774m was in-year overspend and £2.410m relates to the Council's contribution to SCST's historic deficit.
- 1.32 SCST had a historic deficit of £5.435m and Cabinet approved the Council to contribute £2.410m on 15th March 2021 as part of the proposed future delivery model for Slough Children's Services. The remaining £3.025m of the deficit was funded by the DfE.
- 1.33 The in-year overspend of £2.774m includes £0.399m of specific costs relating to the COVID pandemic. The remaining £2.410m relates to demand pressures in the service, partly as a result of the two lockdowns in 2020/21 that caused surges in the number of Childcare cases and the difficulty of finding placements for new Children in Care.
- 1.34 As part of the Contract with SCST the Council has to fund the increased costs of Looked After Children caused by increased demand, primarily in additional placement and social worker costs.
- 1.35 The Schools service has an underspend of (£0.026m) due to a reduction in non-staffing contractual costs in Strategic Information resource.
- 1.36 Early Years and Prevention service is currently forecast to underspend by £0.065m. This is partly due to the service moving towards a more permanent workforce reducing its reliance on agency staff. The income projection has also been partially reduced on fees and charges however this is offset by the COVID support funding.

Management Action

- 1.37 The service is developing a plan to address the pressure on the High Needs Block within the DSG.

Regeneration

- 1.38 The Regeneration Directorate net budget is (£0.886m) and is reporting a provisional overspend of £4.361m, compared to £3.190m reporting in December 2020.
- 1.39 The overspend is mainly due to an increase in bad debt provision of £1.012m, £1.775m identified for cost of staff incorrectly charge to capital, increased emergency repairs cost and increased consultancy costs in major projects.
- 1.40 The provisional outturn position is summarised in the table below.

Table 7. Summary of Regeneration Provisional Outturn 2020/21

REGENERATION - PROVISIONAL (YEAR END) POSITION 2020/21					
Directorate	Revised Budget	PROVISIONAL (Year End) Position 2020/21	Full Year Variance	Last Variance December 2020 (Q 3)	Change
	£'000	£'000	£'000	£'000	£'000
Major Infrastructure	4,264	4,490	226	635	(409)
Planning & Transport	2,107	2,905	798	968	(170)
Parking	426	1,034	608	594	14
Regeneration Development	(6,351)	(3,496)	2,855	335	2,520
Regeneration Delivery	(1,354)	(1,775)	(421)	490	(911)
Economic Development	22	317	295	168	127
TOTAL	(886)	3,475	4,361	3,190	1,171

Place & Development

- 1.41 This Directorate's current net budget is £20.947m. The provisional year-end position is an overspend of £0.519m.
- 1.42 The main pressure in this area continues to relate to tackling homelessness (£0.318m is directly due to COVID19 pressure) and the facilities operational building management.
- 1.43 The provisional outturn position is summarised in the table overleaf;

Table 8. Summary of Place & Development Provisional Outturn 2020/21

PLACE & DEVELOPMENT - PROVISIONAL (YEAR END) POSITION 2020/21					
Directorate	Revised Budget	PROVISIONAL (Year End) Position 2020/21	Full Year Variance	Last Variance December 2020 (Q 3)	Change
	£'000	£'000	£'000	£'000	£'000
Building Management	4,946	5,180	234	299	(65)
Housing (People) Services	2,547	3,088	541	1,163	(622)
Housing Development	22	16	(6)	14	(20)
Neighbourhood Services	1,315	1,175	(140)	37	(177)
Environmental Services	14,125	14,314	189	247	(58)
Direct Service Organisation (DSO)	(2,008)	(2,307)	(299)	761	(1,060)
TOTAL	20,947	21,466	519	2,521	(2,002)

Finance & Resources

- 1.44 This Directorate's current net budget is £13.935m and has a provisional outturn of £18.001m. The reported pressure is £7.472m before application of the COVID grant.
- 1.45 The directorate unachieved savings due to the COVID pandemic (£2.550m) are made up of Our Futures Transformation £1.500m, recommissioning and review of major commercial contracts £0.300m and for reduction in agency costs £0.750m. This is one of the main contributing factors to the overspend.
- 1.46 The other pressures relates to increase bad debt provision of £0.452m, cost of IT staff and Agresso support incorrectly charged to capital of £1.603m, increased agency costs and unfunded legacy legal cases.
- 1.47 The provisional outturn position is summarised in the table overleaf.

Table 9. Summary of Finance and Resources Provisional Outturn 2020/21

FINANCE & RESOURCES - PROVISIONAL (YEAR END) POSITION 2020/21					
Directorate	Revised Budget	PROVISIONAL (Year End) Position 2020/21	Full Year Variance	Last Variance December 2020 (Q 3)	Change
	£'000	£'000	£'000	£'000	£'000
Customer and Communications	846	1,049	203	122	81
Organisation Development & HR	1,104	2,135	1,031	0	1,031
Governance	953	2,180	1,227	813	414
Digital & Strategic IT	4,750	6,503	1,753	(745)	2,498
Corporate Resources	1,439	4,178	2,739	177	2,562
Transformation	(1,500)	0	1,500	1,500	0
Transactional Services	3,076	1,775	(1,301)	1,240	(2,541)
Corporate and Departmental	(139)	181	320	0	320
SUBTOTAL	10,529	18,001	7,472	3,107	4,365
COVID GRANT (General)	3,406	(4,982)	(8,388)	(14,790)	6,402
1COVID GRANT Provisional (Income Loss)	0	(4,020)	(4,020)	(1,585)	(2,435)
Other COVID GRANT	0	(2,273)	(2,273)	(3,046)	773
COVID BIDS	0	273	273	(1,090)	1,363
Business Grants	0	0	0	0	0
TOTAL	13,935	6,999	(6,936)	(17,404)	10,468

Chief Executive

1.48 This Directorate's current net budget is £1.123m and is reporting a breakeven position for 2020/21 financial year.

1.49 The provisional outturn position is summarised in the table below;

Table10. Summary of Chief Executive Office Provisional Outturn 2020/21

CHIEF EXECUTIVE OFFICE - PROVISIONAL (YEAR END) POSITION 2020/21					
Directorate	Revised Budget	PROVISIONAL (Year End) Position 2020/21	Full Year Variance	Last Variance December 2020 (Q 3)	Change
	£'000	£'000	£'000	£'000	£'000
Executive's Office	352	352	0	0	0
Strategy and Performance	771	771	0	0	0
TOTAL	1,123	1,123	0	0	0

Non-Departmental Services

- 1.50 This service current net budget is (£3.060m) and is expected to overspend by £1.5m. This includes the treasury function which includes interest payable and receivable.
- 1.51 The provisional outturn position for the non-departmental budgets is summarised in the table below:

Table 11. Summary of Non-Service Budgets Provisional Outturn 2020/21

NON-SERVICE BUDGETS - PROVISIONAL (YEAR END) POSITION 2020/21					
Non-Departmental	Revised Budget	Forecast (Year End) Position 31.03.2021	Full Year Variance	Last Variance Sept 2020 Q2	Change (Dec. 2020 Q3 & Sept 2020 Q2)
	£'000	£'000	£'000	£'000	£'000
Treasury Management	915	1,735	820	0	820
Other Non-Service Items	(3,975)	(3,275)	700	0	700
TOTAL	(3,060)	(1,540)	1,520	0	1,520

- 1.52 The capitalised interest has been recalculated at 1.64% rather than 2.68% to reflect the current rate of interest and this has had an adverse impact on the Treasury Management budget of £0.800m.
- 1.53 The overspend on Other Non-Service Items relates to a £0.7m payment to the Local Enterprise Partnership (LEP) relating to the Business Rates pool in 2019/20 that has been paid in 2020/21 and was not accrued.

Minimum Revenue Provision (MRP)

- 1.54 A full review has been undertaken of the treatment of MRP in the 2020/21 budget. MRP has been financed from capital receipts for a number of years and this will need reversing and charging to revenue. Additionally, the asset lives are being reviewed as well as the discount rates. Once the review is completed it is highly likely that additional costs relating to MRP will need to be charged to revenue in 2020/21.

Transformation Fund

- 1.55 The Council has an agreed Transformation programme and allowed for £4.426m as part of the 2020/21 approved budget. The statutory guidance on flexible use of capital receipts allows Local Authorities to fund transformation spend that results in ongoing savings from capital receipts. A review is being undertaken of costs charged to the Transformation Fund to ensure they meet the full requirements of the direction. Any expenditure that has been incorrectly charged to the Transformation Fund will need to be written back to revenue.
- 1.56 The Transformation Fund spend for 2020/21 is summarised in the table below and the detail is shown in Appendix C.

Table 12. Summary of Transformation Fund Programme Provisional Outturn 2020/21

TRANSFORMATION FUND PROGRAMME PROVISIONAL (YEAR END) POSITION 2020/21			
	Fund Available	Forecast (Year End) Position	Full Year Variance
	£'000	£'000	£'00
Transformation Fund	4,402	3,657	(745)

2 Savings Summary

- 2.1 The Council's total savings placed in this year's financial budget was £7.955m. Below is an updated savings summary monitor by service area.
- 2.2 The services were working towards these savings targets to mitigate pressures in 2021/22 and beyond.

Table 13. Summary of Savings Programme

Service	Savings Agreed	Savings delivered	Unachieved Savings
	£'000	£'000	£'000
Adult & Communities	2,395	250	2,145
Children, Learning & Skills	590	0	590
Regeneration	(500)	0	(500)
Place & Development	1,291	50	1,241
Finance & Resources	3,944	1,394	2,550
Treasury Finance & Resources	235	235	0
Total Savings	7,955	1,929	6,026
% Against Saving		24%	76%

- 2.3 Of the £7.955m savings agreed for 2020/21, £4.929m were removed from the budget through the MTFS process agreed in March 2021, £1.929m were delivered in year and £1.097m have rolled forward to be delivered in 2021/22.
- 2.4 Appendix B provides a complete list of savings with further detail. Outlined by directorate.

3 Financial Risks

- 3.1 Given the level of staff turnover in the Finance Team and the organisation generally, combined with the lack of accounts for 2019/20 and 2020/21 there is uncertainty in the current provisional outturn, and it is likely to move from the position summarised above.
- 3.2 The governance of GRE5 is being reviewed and it is highly likely that the council will have to bear some of the costs up to c£5m. GRE5 does not have its own bank account and money has been going through the council's main bank account. There is a potential loan write down of c£7m and the recovery is subject to legal action and leaseholder recovery. It is expected that £2m is recoverable from leaseholders. The review is ongoing.
- 3.3 The Council's 2019/20 accounts are still to be prepared, and although the provisional outturn showed a £0.5m underspend, this is likely to move to an overspend position for the issues identified. This will mean there could be some movement in the assumed baseline level of reserves at the beginning of 2020/21.
- 3.4 The Council Tax and Business Rates Collection Fund has yet to be closed. Although the precept amounts were set when the 2020/21 budget was agreed and cannot change, the s31 grants need reconciling and could impact on the outturn position.

4 Housing Revenue Account (HRA)

- 4.1 The HRA budgeted spend is £38.394 against income of £35.953m; this gives a net deficit for the HRA of £2.441m. The budgeted deficit of £2.441m was to be funded from a draw down from accumulated HRA general reserves from previous years.
- 4.2 The HRA is a statutory ring-fenced account and any balances at the end of the year must be carried forward within this account to the next year. The provisional HRA budget outturn for the 2020/21 is a surplus of (£6.071m) compared to the budgeted deficit.
- 4.3 The unaudited HRA general reserve balance is (£13.419m) at the beginning of the financial year and will increase by £3.858m, which is the net difference between the budgeted draw down amount from reserves of £2.441m which is no longer required and the provisional budget outturn surplus of (£6.299m), to (£17.227m).
- 4.4 One of the contributing factors to the surplus is an underspend in the general tenancy management costs of (£1.468m). This includes one-off revenue receipts of (£0.500m) relating to HRA share of Overage (surplus sales revenue) relating to the Britwell development agreement with Countryside.
- 4.5 The repairs and maintenance budget underspent by (£1.737m) mainly due to reduced volume of works as a result of COVID restrictions.
- 4.6 The provisional outturn is also reporting an underspend in the Contingency Budget of (£3.500m). This contingency budget provision relates to potential claims from council tenants as a result of the High Court ruling against Southwark Council concerning the 2006 Water Resale Order and a potential pension liability (Repairs,

Maintenance and Improvement (RMI) contract) relating to former Slough employees, who transferred under TUPE to Interserve in 2001.

4.7 As at the end of the 2020/21 financial year, no claims have made against the Council, however, as a matter of prudence the contingency budget provision has been rolled forward into 2021/22 to meet potential claims arising in the future.

4.8 The latest overall position is summarised in the table below and the detail is shown in Appendix D:

Table 14. Summary of HRA Provisional Outturn 2020/21

SUMMARY - HOUSING REVENUE ACCOUNT PROVISIONAL (YEAR END) POSITION 2020/21					
Directorate	Revised Budget	PROVISIONAL (Year End) Position 2020/21	Full Year Variance	Last Variance December 2020 (Q 3)	Change
	£'000	£'000	£'000	£'000	£'000
HRA Expenditure	38,394	33,233	(5,161)	0	(5,161)
HRA Income	(35,953)	(37,091)	(1,138)	0	(1,138)
Sub -Total	2,441	(3,858)	(6,299)	0	(6,299)
Transfer to/(from) reserves	(2,441)	3,858	6,299	0	6,299
Total	0	0	0	0	0

5 Capital Outturn

5.1 This section particularly is work in progress and subject to further due diligence as some items charged against capital should have been included in the revenue budget. It is also unclear whether expenditure on some schemes has been properly approved.

5.2 Full Council approved the capital programme for 2020/21 – 2023/24 on 20 February 2020. Subsequent to this, underspends or slippage on approved schemes were added to the estimated spend following the 2019/20 outturn. Due to Covid-19 expenditure for several schemes was re-profiled into future years which had a material difference in 2020/21. A summary of this is set out in Appendix E with a detailed breakdown of each General Fund scheme in Appendix F and Housing Revenue Account scheme in Appendix G.

5.3 Through the year some schemes and values were added to the programme, although they were not approved by Council some self-funded, some not. These have been included in the overall budget for comparison with spend but where spend has exceeded the amount approved materially these are highlighted in this report.

5.4 For whatever reason it appears that in a number of cases proper procedures laid out for capital spend approval were not complied with.

(i) Cabinet Approval to Proceed

No new revenue, capital or grant aided scheme(s) may be committed without the specific approval of the Cabinet and unless a report including full scheme appraisal has been undertaken. The report on the scheme must include a financial and technical appraisal in the format prescribed by the Director for Finance & Resources, identifying amongst others, alternative(s) to the proposed bid, resources required for delivery, delivery mechanism and timetable.

(ii) Capital Budget Variations

Capital schemes may last for more than one financial year so variations need to be considered in terms of both the impact on the scheme as a whole and on the agreed annual programme. The Section 151 Officer, via the approval of the Capital Strategy Board, may authorise a variation(s) to the capital project subject to the overall cost of the scheme (the variation itself, or when added to previous variations) not incurring additional expenditure of more than 10% of the total cost of the scheme or £250,000 whichever is the lower;

- 5.5 Some items included in the capital programme, particularly IT, were for revenue purposes, some of these have been included in the revenue outturn but further work is needed to verify that all spending is for capital purposes.
- 5.6 Going forward new processes for capital approval will be introduced.
- 5.7 The Capital expenditure for the financial year 2020/21 is £120.954m compared to a revised budget of £139.844m this is broken down by scheme in Appendix F. This reflects spending in the year, not total scheme spending.
- 5.8 Of the expenditure of £120.777 million, £72.002 million relates to the general fund with an underspend of £4.784 million compared to a budget of £76.786 million. £48.775 million of the expenditure of £120.777 million relates to the Housing Revenue Account where there is a £14.283 million underspend against the budget of £63.058 million. The detailed analysis is also shown in Appendix F.
- 5.9 Capital budgets and expenditure for the financial year 2020/21, together with in-year variance, summarised by directorate are shown in the table overleaf:

Table 15: Summary of Capital Programme

Directorate	2020/21			
	Revised Budget	Outturn	Variance Over/ Underspend)	% of Spend
	£000	£000	£000	%
General Fund:				
Adults & Communities	4,230	4,291	61	101%
Children, Learning & Skills	3,614	3,095	(519)	86%
Place & Development	4,861	5,193	332	107%
Regeneration	51,923	52,772	849	102%
Finance & Resources	12,158	6,651	(5,507)	55%
	76,786	72,002	(4,784)	94%
Housing Revenue Account:				
Housing Revenue Account	15,585	8,126	(7,459)	52%
Affordable Housing	47,473	40,649	(6,824)	86%
	63,058	48,775	(14,283)	77%
Total Expenditure	139,844	120,954	(18,890)	86%

General Fund

5.10 The main items of expenditure for the general fund are highlighted in the table below. These projects accounted for approximately 91% of the overall capital programme for the general fund. The net variance of £4.784 million comprises a number of over/(underspends) compared to the estimated level of spending during the year. Despite re-profiling the estimated spend on schemes during the year there are a number of large variances that relate to incorrect profiling. These are indicated in the explanations set out in the table below:

Table 16: Summary of General Fund Capital Programme

Scheme	2020/21			Reason For Variance
	Revised Budget £000's	Expenditure £000's	Variance £000's	
Adults and Community				
Cemetery Extension	1,500	2,619	1,119	Incorrect profiling of budget for scheme
Other Adults & Community	2,730	1,672	(1,058)	
Childrens	3,614	3,095	(519)	
Place and Development			0	
Fire Risk Assessment (Nova House)	1,600	3,353	1,753	Incorrect profiling of budget for scheme
other Place & Development	3,261	1,840	(1,421)	
Regeneration			0	
Hotel Development	4,691	16,826	12,135	Overspend explained in the section below
Old Library Site (Residential)	10,673	10,437	(236)	
Capital Works following Stock Condition Surveys	2,400	2,313	(87)	
Herschel St. Car Park		3,799	3,799	Overspend explained in the section below
Hub development	2,000	3,046	1,046	
James Elliman Homes	13,200	4,876	(8,324)	Underspend
Strategic Acquisition fund	5,000	2,364	(2,636)	Underspend
Demolitions	1,799	215	(1,584)	Underspend
Thames Valley University Site	1,122	280	(842)	Underspend
other Regeneration	11,038	8,617	(2,421)	Underspend
Finance & Resources				
Financial System Upgrades/Agresso Phase 2	1,500	0	(1,500)	Costs incurred were revenue
IT Infrastructure Refresh	5,000	1,062	(3,938)	Some costs incurred were revenue
Transformation Fund	4,402	3,657	(745)	
Other Finance and Resources	1,256	1,931	675	
Total	76,786	72,002	(4,784)	

5.11 Two schemes, the Hotel development and Herschel Street Car Park have materially overspent their approved Council budget. These are set out below and the capital approval process will be revised as part of the Action Plan to the s114 report.

Hotel Scheme

5.12 Cabinet approved spending on the scheme of £38.875m + 10% as a contingency, £42.765m through a confidential report in June 2017.

5.13 However, for some reason only £29.500m was included in the Capital Programme approved by Council for this scheme in February 2018.

5.14 A further confidential report was presented to Cabinet in December 2018 that asked for approval to go unconditional with SUR and Cycas, allowing for the projects to go in site in Spring 2019. The increased cost of the project was not included in the 2019/20 – 2023/24 Capital programme approved by Council in February 2019.

5.15 Financial close with contractor was concluded on the 5 June 2019 for £37.164 million There is still £0.347 million to be paid as retention.

- 5.16 £42.142 million in total has been spent on the scheme, including property services costs, other professional and legal fees and charges from Utility companies, not included in the business case to Cabinet. The scheme did spend within the overall budget of £42.765m originally reported to Cabinet in June 2017 and Officers managing the scheme were under the impression that this was the approved budget and assumed spending was within this amount so no overspend has previously been reported.

Herschel Street Car Park

- 5.17 In 2019 a condition survey was undertaken on Herschel Street Car Park. This indicated that significant work needed to be undertaken otherwise there would for loss of revenue due to building being not fit for purpose. The demand for parking (pre-Covid and post lockdown) had been rising and with a number of temporary car parks closing in anticipation of approved development. The need to capitalise on revenue could be realised with refurbishment to the Herschel MSCP due to its proximity to the new hotels, The Curve and new housing and commercial developments on Windsor Road. The improvements will justify increased parking charges and season tickets a good source of income.
- 5.18 Work was tendered and included on the contracts above £180k approved by Cabinet that Officers assumed gave them approval to spend.
- 5.19 Nothing was included in the Capital Programme approved by Council for the car park and the costs of works were charged against the £2.400m capital scheme Capital Works following Stock Condition Surveys, causing a large overspend which highlighted the separate scheme in preparing the outturn report.
- 5.20 £4.189 million has been spent on this scheme without Council or Cabinet approval, £3.799 million of this in 2020/21.

Housing Revenue Account

- 5.21 Spend of £48.775 million on Housing Revenue Account (HRA) schemes compares to a budget of £63.058 million the expenditure, an underspend of £14.283 million as detailed in Appendix G and summarised in the table below:

Table 17: Housing Revenue Account Capital Programme

Scheme	Budget 2020/21	Scheme Expenditure 2020/21	Variance 2020/21	Reason for variance
	£000's	£000's	£000's	
HRA				
Total RMI programme	15,585	8,126	(7,459)	Slippage of £7.5m on the Osborne contract due to covid
Affordable Homes	47,473	40,649	(6,824)	Slippage of £3.4m on the Akzo Nobel scheme due to a new road requiring completion, spend will be in 2021/22 Slippage of £3.3m on Affordable Homes scheme due to delay in programme because of Covid
Total HRA capital	63,058	48,775	(14,283)	

6 Virements

6.1 There have been no virements (a movement of budgets) between directorates this quarter.

7 Implications of the Recommendation

7.1 Financial implications

The financial implications are contained within this report.

7.2 Legal implications

Local authorities are legally required to set a balanced budget on an annual basis. This provisional outturn report indicates that the Council has failed to match expenditure incurred with available resources. Due to the low level of reserves, it is likely that the Council's accounts for 2020/21 will indicate a negative reserve position, however this cannot be confirmed until the previous years' accounts have been closed.

A new s.151 officer was appointed in May 2021 and he has a duty to issue a s.114 report to elected members if he is of the opinion that the expenditure of the authority incurred (including expenditure it proposed to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure. The Council's s.151 officer issued such a report on 2 July 2021 and this will be considered at a meeting of full council on 22 July 2021.

In response the Chief Executive has issued an action plan, highlighted the steps the Council will be taking to deliver savings and balance its budget in future years. In addition Grant Thornton, the Council's external auditors have issued a number of s.24 recommendations, which relate to financial management and financial resilience. Part of the action plan highlights the need for a more robust budget setting process to ensure the Council can deliver a balanced budget in the future.

7.3 Risk management implications

The financial risks to the Council are advised in section 4 of this report.

This monitoring report covers the fourth quarter of the 2020/21 financial year and presents end of financial year projections at this point in time.

7.4 Environmental implications

None

7.5 Equality implications

There are no identified equality implications. Any proposed savings will have an equality impact assessment undertaken, which will feed into the future budget setting process.

4. **Background Papers**

- Revenue Budget Report to Full Council – 20th February 2020
- Q3 Revenue Monitoring Report to Cabinet – 1st February 2021
- Report to Audit Committee (2018/19 Accounts) – 18th May 2021

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General Fund Revenue Monitoring-Provisional Outturn

Directorate	Revised Budget £'000	PROVISIONAL (Year End) Position 20-21 £'000	Full Year Variance £'000	Last Variance December 2020 (Q 3) £'000	Change £'000
Adult and Communities					
Adult Social Care	40,303	40,761	458	3,588	(3,130)
Public Health	6,715	6,715	0	315	(315)
Communities and Leisure	4,505	5,743	1,238	1,790	(552)
Regulatory Services	198	747	549	733	(184)
Total	51,721	53,966	2,245	6,426	(4,181)
Children, Learning and Skills					
Directorate Services	5,377	5,087	(290)	375	(665)
Slough Childrens' Service Trust	28,723	33,907	5,184	2,345	2,839
Inclusion	787	856	69	(108)	177
Schools	3,691	3,665	(26)	93	(119)
Early Years and Prevention	2,391	2,326	(65)	(311)	246
Sub-Total	40,969	45,841	4,872	2,394	2,478
Dedicated Schools Grant (DSG)	(337)	(337)	0	0	0
Total	40,632	45,504	4,872	2,394	2,478
Regeneration					
Major Infrastructure	4,264	4,490	226	635	(409)
Planning & Transport	2,107	2,905	798	968	(170)
Parking	426	1,034	608	594	14
Regeneration Development	(6,351)	(3,496)	2,855	335	2,520
Regeneration Delivery	(1,354)	(1,775)	(421)	490	(911)
Economic Development	22	317	295	168	127
Total	(886)	3,475	4,361	3,190	1,171
Place & Development					
Building Management	4,946	5,180	234	299	(65)
Housing (People) Services	2,547	3,088	541	1,163	(622)
Housing Development	22	16	(6)	14	(20)
Neighbourhood Services	1,315	1,175	(140)	37	(177)
Environmental Services	14,125	14,314	189	247	(58)
DSO	(2,008)	(2,307)	(299)	761	(1,060)
Total	20,947	21,466	519	2,521	(2,002)
Finance and Resources					
Customer and Communications	846	1,049	203	122	81
Organisation Development and HR	1,104	2,135	1,031	0	1,031
Governance	953	2,180	1,227	813	414
Digital and Strategic IT	4,750	6,503	1,753	(745)	2,498
Corporate Resources	1,439	4,178	2,739	177	2,562
Transformation	(1,500)	0	1,500	1,500	0
Transactional Services	3,076	1,775	(1,301)	1,240	(2,541)
Corporate and Departmental	(139)	181	320	0	320
F&R Sub Total before Covid Grant	10,529	18,001	7,472	3,107	4,365
Covid GRANT (General)	3,406	(4,982)	(8,388)	(14,790)	6,402
Covid GRANT Provisional (Income Loss)	0	(4,020)	(4,020)	(1,585)	(2,435)
Other Covid GRANT	0	(2,273)	(2,273)	(3,046)	773
Covid BIDS	0	273	273	(1,090)	1,363
Business Grants	0	0	0	0	0
Covid funding	3,406	(11,002)	(14,408)	(20,511)	6,103
Total	13,935	6,999	(6,936)	(17,404)	10,468
Chief Executive Office					
Executive's Office	352	352	(0)	0	(0)
Strategy and Performance	770	770	(0)	(0)	(0)
Total	1,123	1,122	(1)	(0)	(1)
GRAND TOTAL	127,472	132,532	5,060	(2,872)	7,933
% of revenue budget over/(under)			4%	-2%	
Non Service Areas					
Treasury Management	915	1,735	820	0	820
Other Non-Service Items	(4,174)	(3,474)	700	0	700
Parish Precepts	200	200	0	0	0
Total	(3,060)	(1,540)	1,520	0	1,520
GRAND TOTAL	124,412	130,992	6,580	(2,872)	9,454
% of budget over/(under)			5%	0.02	

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SAVINGS MONITOR 2020-21

Directorate	Service	Savings Agreed £'000	Savings delivered £'000	Unachieved Savings £'000	Savings Item	Comments	Saving Type
A&C	Adult Social Care Commissioning	100	100	0	Recommission floating support services	Completed New Service now in place	Commercial
A&C	Adult Social Care Commissioning	150	150	0	Review Provider Services and Personalisation Opportunities	Increase in D.P. and reduced use of provider services i.e. day services	Strategic Review
A&C	Adult Social Care Operations	100	0	100	Mental Health - Extension of Hope House Services		Efficiency
A&C	Communities and Leisure	1,489	0	1,489	Leisure Services - Leisure Contract Management savings	Due to COVID impact on Leisure Services	Commercial
A&C	Communities and Leisure	51		51	Redesign support		Efficiency
A&C	Communities and Leisure	40	0	40	Revenue payback from capital investment	Revenue pay back from capital not realising	Income
A&C	Regulatory Services	465	0	465	Regulatory services becoming fully self funded	Part of Our Futures Programme	Commercial
Total	Adult & Communities	2,395	250	2,145			

Directorate	Service	Savings Agreed £'000	Savings delivered £'000	Unachieved Savings £'000	Savings Item	Comments	Saving Type
CLS	Schools (General Fund)	110	0	110	Redesign support		Efficiency
CLS	School Effectiveness	180	0	180	School Effectiveness Review		Income
CLS	Children, Learning and Skills	300	0	300	Transformation of Early Help		Strategic Review
Total	Children, Learning & Skills	590	0	590			

Directorate	Service	Savings Agreed £'000	Savings delivered £'000	Unachieved Savings £'000	Savings Item	Comments	Saving Type
Regen	Regeneration Development	100	0	100	Regeneration - Income generation target	Due to COVID impact on services	Commercial
Regen	Planning & Transport	400	0	400	Traffic Enforcement Income	Due to COVID impact on services	Income
Regen	Regeneration Development	(1,000)	0	(1,000)	ESFA - One off funding for school on TVU site	This is not a saving, this is a reversal of saving.	Commercial
Total	Regeneration	(500)	0	(500)			

Directorate	Service	Savings Agreed £'000	Savings delivered £'000	Unachieved Savings £'000	Savings Item	Comments	Saving Type
P&D	Environmental Services & DSO	135	0	135	DSO Traded Services		Commercial
P&D	Environmental Services & DSO	700	0	700	DSO wins more major infrastructure project work (one off)		Income
P&D	Environmental Services & DSO	150	0	150	Environmental services - work for other local authorities (Line Painting etc.)		Commercial

SAVINGS MONITOR 2020-21							
Directorate	Service	Savings Agreed £'000	Savings delivered £'000	Unachieved Savings £'000	Savings Item	Comments	Saving Type
P&D	Environmental Services & DSO	156	0	156	Inflationary increases and grant bids		Income
P&D	Housing (People) Services	50	50	0	Housing Regulations Team - Business development Manager		Efficiency
P&D	Housing (People) Services	100	0	100	Private Sector Acquisition Team (Housing)		Efficiency
Total	Place & Development	1,291	50	1,241			
Directorate	Service	Savings Agreed £'000	Savings delivered £'000	Unachieved Savings £'000	Savings Item	Comments	Saving Type
F&R	Finance & Resources (Directorate wide)	1,500	0	1,500	Customer & Accommodation - Transformation Savings	Part of Our Futures Programme	Commercial
F&R	Finance & Resources (Directorate wide)	1,184	1,184	0	Efficiencies from redesigned support services	Delivered on B016 as part of the transactional services returning in house	Efficiency
F&R	Governance	300	0	300	Recommissioning and reviews of major commercial contracts	There have been no major recommissioning and reviews of contracts	Commercial
F&R	People (Directorate wide)	750	0	750	Slough Academy - Reduce Agency Spend		Staffing
F&R	People (Directorate wide)	210	210	0	Electric Vehicle Initiatives		Staffing
Total	Finance & Resources	3,944	1,394	2,550			
Directorate	Service	Savings Agreed £'000	Savings delivered £'000	Unachieved Savings £'000	Savings Item	Comments	Saving Type
Non Service Items Treasury	Treasury - Interest Receivable	(340)	(340)	0	Wexham - Additional interest following delayed return of Capital	This is not a saving, this is a reversal of saving.	Commercial
Non Service Items Treasury	Treasury - Interest Receivable	575	575	0	Increased income from Treasury Management		Commercial
Total	Treasury Finance & Resources	235	235	0			
Total Savings		7,955	1,929	6,026			
% Total			24%	76%			

Line	Saving Description	Saving Amount £'000	Resource Required	2020/21 Budget £'000	2021/22 Outturn £'000	Variance £'000
OUR FUTURES						
1			HR transformation project team	130	158	28
			HR Business Partner (BC)			
			HR Officer (SB)			
2			South East Employers (SEEMP) - Admin Review (Consultancy one-off Fee)	38	37	(1)
3			Training workshops to support staff through transformation	129	142	13
4	Council-wide restructure	3,500	50% funding of Education Manager (SH)	37	39	2
5			Gate One Consultancy	1,537	1,430	(107)
6			Director of Transformation (JC)	192	176	(16)
7			Osborne Thomas Consultants - Phase 1 Restructure	94	103	9
8			Redundancy costs Phase 1	753	805	52
9			Customer & Accommodation Facility Officer (AW)	22	22	0
10			Customer Service Subject Matter Expert (VP)	94	97	3
11	Reduce Agency Spend	1,500	Interim Project Manager (ST)	300	285	(15)
			12 month apprentices initial costs (£100K)			
			Cornerstone Training IT Platform (£40K)			
12	Transformation of Adult Social Care	1,445	Consultancy and Delivery Support	26	26	0
Financial Excellence						
13	Equitable Contractual Arrangements	1,500	Legal advice on seeking recompense for historic contract underperformance	200	74	(126)
14	Procurement & Contract Management Improvements	1,200	Consultants supporting setup of World Class contract procurement and contract management arrangements	500	164	(336)
15	Recommissioning and reviews of major commercial contracts (21/22)	300	Consultancy project to analyse and assess savings opportunities from existing commercial contracts	10	0	(10)
16	Recommissioning Contracts	1,200	Consultancy project to support transition of staff back to Council from Private Sector Transactional Services Provider	57	59	2
Integrating Public Services and Transforming Service Delivery						
17	SCST - Improvement	0	Trust/Young People's Advisor	40	40	0
18	SCST - Improvement	0	Children's Trust - Innovate Team to reduce demand at Front Door	163	0	(163)
19	Temporary Accommodation - Reduce Demand	0	Funding for SBC Housing Company Set-up (DISH)	80	0	(80)
TOTAL PROJECTS				4,402	3,657	(745)

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SLOUGH BOROUGH COUNCIL

HOUSING REVENUE ACCOUNT FORECAST POSITION

HOUSING REVENUE ACCOUNT FORECAST (YEAR END)					
POSITION 2020-21					
Service - Housing Revenue Account	Revised Budget	PROVISIONAL (Year End) Position 2020-21	Full Year Variance	Last Variance December 2020 (Q 3)	Change
	£'000	£'000	£'000	£'000	£'000
EXPENDITURE					
Management Team (& Recharges)	5,237	3,446	-1,791	-842	-949
Supported Housing	30	2	-28	-28	0
Tenant Services	1,674	1,703	29	258	-229
Neighbourhood Housing Area North	522	583	61	121	-60
Neighbourhood Housing Area South	378	306	-72	-76	4
Neighbourhood Housing Area East	515	520	5	-5	10
Arears & Investigations	576	549	-27	-47	20
Client Services Team	1,173	918	-255	-210	-45
Neighbourhood Resilience & Enforcement Team	334	326	-8	-4	-4
Housing Allocations	70	82	12	-3	15
Tenants Participation Team	313	298	-15	-14	-1
Lettings	205	202	-3	-8	5
Leaseholder Team	249	373	124	96	28
Housing Repairs	8,500	6,763	-1,737	-2,165	428
Interest Charges on HRA Loans	5,718	5,962	244	4,989	-4,745
Provision for Bad Debts	500	676	176	0	176
Contingencies	3,500	0	-3,500	0	-3,500
Depreciation & Funding of Capital Projects	8,900	10,524	1,624	79	1,545

SLOUGH BOROUGH COUNCIL

HOUSING REVENUE ACCOUNT FORECAST POSITION

HOUSING REVENUE ACCOUNT FORECAST (YEAR END)					
POSITION 2020-21					
Service - Housing Revenue Account	Revised Budget	PROVISIONAL (Year End) Position 2020-21	Full Year Variance	Last Variance December 2020 (Q 3)	Change
	£'000	£'000	£'000	£'000	£'000
TOTAL EXPENDITURE	38,394	33,233	-5,161	2,141	-7,302
INCOME					
Dwelling Rents	-32,179	-33,013	-834	-1,617	783
Garage Rents	-504	-353	151	113	38
Shop Rent	-531	-484	47	7	40
Other Rents	-533	-885	-352	-632	280
Leaseholder Service Charges	-478	-862	-384	-266	-118
General Service Charges	-1,728	-1,494	234	254	-20
Interest	0	0	0	0	0
TOTAL INCOME	-35,953	-37,091	-1,138	-2,141	1,003
HRA Surplus(Deficit)	2,441	-3,858	-6,299	0	-6,299
Transfer to/(from) reserves	-2,441	3,858	6,299	0	6,299
TOTAL	0	0	0	0	0

TOTAL

Directorate	Budget Approved February £000	(Over)/ Underspends 2019/20 £000	Re-profiling £000	Budget added to scheme £000	Revised Budget £000	Outturn £000	Variance Over/ Underspend) £000	% of Spend %
General Fund:								
Adults & Communities	5,766	6,093	(9,623)	1,994	4,230	4,291	61	101%
Children, Learning & Skills	7,870	2,583	(6,955)	116	3,614	3,095	(519)	86%
Place & Development	26,643	(837)	(20,945)		4,861	5,193	332	107%
Regeneration	101,923	(2,451)	(48,837)	1,288	51,923	52,772	849	102%
Finance & Resources	4,900	2,222	(366)	5,402	12,158	6,651	(5,507)	55%
	147,102	7,610	(86,726)	8,800	76,786	72,002	(4,784)	94%
Housing Revenue Account:								
Housing Revenue Account	8,813	4,772		2,000	15,585	8,126	(7,459)	52%
Affordable Housing	8,000	(527)		40,000	47,473	40,649	(6,824)	86%
	16,813	4,245		42,000	63,058	48,775	(14,283)	77%
Total Expenditure	163,915	11,855	(86,726)	50,800	139,844	120,777	(19,068)	86%

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General Fund Outturn 2020/21								Appendix
Cost-Centre	Expenditure	2020/21						
		Budget Approved February £000	(Over)/ Underspends 2019/20 £000	Re-profiling £000	Budget added to scheme £000	Revised Budget £000	Outturn £000	Variance Over/ Underspend) £000
	Adults & Communities							
	Adult Social Care Operations							
P331	Care Act: Social Care IT Developments		383			383	84	(299)
P577	Learning Disability Change Programme			(700)	1,601	901		245
	<i>A4000</i>							
	<i>A4060 1 (Lavender Ct) and 3 Priors Close (Respond)</i>						153	
	<i>A4061 4 Priors Close (Day Centre)</i>						440	
	<i>B4837 Spitfire</i>						0	
	<i>B4867 2 Priors Close (Breakaway)</i>						210	
	<i>B4939 3 Prior Close</i>						344	
P133	Extra Care Housing							
P195	Autism Capital Grant		6			6		(6)
P395	HOLD Capital Project				393	393	58	(335)
	Communities & Leisure							
P107	Repairs to Montem & Ice		16	4		20	20	(0)
P166	Community Leisure Facilities/Small Capital Neighbourhood Projects	66	156	(192)		30	268	238
P141	Langley Leisure Centre		644	(544)		100	84	(16)
P969	Salt Hill Leisure		915	(765)		150	144	(6)
P165	Leisure Centre Farnham Road		2,907	(2,662)		245	249	4
P164	New Ice		679	(449)		230	230	(0)
P880	Parks & Open Spaces							
	Regulatory Services							
P083	Cemetery Extension	5,700	115	(4,315)		1,500	2,619	1,119
P873	Crematorium Project		24			24	6	(18)
P875	CCTV		110			110		9
	<i>A4000 General</i>						2	
	<i>CCTV Network Upgrade</i>							
	<i>B4918 Salt Hill Park</i>						117	
P198	Allotment Improvement Project		138			138	81	(57)
	Property recharges reversal						(815)	(815)
	Total Adults & Communities	5,766	6,093	(9,623)	1,994	4,230	4,291	61
	Childrens, Learning & Skills							
	Schools							
P051	Primary Expansions (Phase 2 for 2011)	250	20	30		300		133
	<i>P051 A4000 General</i>						22	

	P051 A4050 Cippenham Primary						22	
	P051 A4055 St Mary's School						252	
	P051 A4704 James Elliman School						137	
P093	Schools Modernisation Programme	890	406	(696)		600		42
	P093 A4000 General						7	
	P093 A4055 St Mary's School						41	
	P093 A4068 Wexham Secondary						423	
	P093 A4069 Wexham Green Primary (Wexham Secondary)							
	P093 A4070 Claycots Primary						141	
	P093 A4073 Priory School						(12)	
	P093 A4074 Pippins School School						21	
	P093 A4702 Foxborough School						22	
P101	SEN Resources Expansion	1,250	650	(900)		1,000		20
	P101 A4000 General						5	
	P101 A4055							
	P101 A4709 Josephs Improvements							
	P101 A4706 Ditton Park Academy Unit						334	
	P101 A4738 Priory SEN Expansion						28	
	P101 A4749 Grove Academy						610	
	P101 B4934 Phoenix Academy						6	
	P101 B4935 Langley Academy						37	
P153	Special School Expansion- Primary,Secondary & Post 16	3,340	59	(3,099)		300		104
	P153 A4000 General						5	
	P153 A4055 St Mary's School							
	P153 A4730 Marish Primary						1	
	P153 A4736 Littledown converting Milan Centre						57	
	P153 A4737 Priory							
	P153 A4741 Arbour Vale Expansion						5	
	P153 A4743 Haybrook Refurbishing Thomas Grey Centre						28	
	P153 A4750 Lynch Hill						0	
	P153 B4840 Haybrook Hospitality						308	
P095	Secondary Expansion Programme	1,800	910	(1,710)		1,000		130
	P095 A4000 General						6	
	P095 B4839 Sports Pitch at Ditton Park Academy							
	P095 A4726 Wexham Secondary						340	
	P095 A4727 Westgate Secondary Expansion						219	
	P095 A4749 Grove Academy						565	
P783	Schools Devolved Capital	90				90		(31)
P013	Cippenham devolved							
P025	Lea Nursery Devolved capital							

P035	<i>Slough Early Years Capital</i>						24	
P037	<i>Wexham Court Primary</i>						15	
P041	<i>Wexham Secondary Devolved Capital</i>						15	
P042	<i>Baylis Court Devolved Capital</i>						5	
P007	DDA/SENDA access Works		50	(50)				
P673	323 High St/Haybrook		45	(25)		20	15	(5)
P139	Refurbishment of Wexham House		65	15		80	85	5
P207	Early Years & Prevention							
P142	Children's Centres IT						2	2
P749	Children's Centres Refurbishments		98			98	64	(34)
P196	Early Years Service Capital Development Programme	250	280	(520)		10	2	(8)
P221	Delegation Portal				36	36	37	1
P222	Children & Families Portal				80	80	16	(64)
	Property recharges reversal						(815)	(815)
	Total Childrens, Learning & Skills	7,870	2,583	(6,955)	116	3,614	3,095	(519)
	Place and Development							
	Building Management							
P146	Arbour Park Community Sports Facility		16			16	7	(9)
P191	Fire Risk Assessment Works		69			69	79	10
P193	Purchase of new Corporate HQ	3,000	273	(2,273)		1,000	538	(462)
	Environmental Services							
P580	Mayrise Insourcing		10			10	2	(8)
P581	Domestic Wheeled Bins & Containers equipment	125	41	(66)		100	106	6
P176	Urban Tree Challenge Fund	1,023	86	(672)		86	3	(83)
P220	Recycling Initiatives	500	(51)	(500)		300	371	71
P223								
	Housing People Services							
P005	Housing Renovation Grant						406	406
P006	Disabled Facilities Grant	550				550	296	(254)
P184	Victoria St		15	45		60	28	(32)
P216	New Housing Management		(24)	324		300	504	204
	Housing Development & Contracts							
P194	Compulsory Purchase Order Reserve	1,645	362	(1,857)		150		(15)
	<i>B4877 - 24 Dawes Moor Close</i>						134	
	<i>B4936 - 5-9 Elliman Ave</i>						1	
P230	Bringing Long Term Empty Property back into Residential uses			50		50		(50)
P181	Fire Risk Assessment (Nova House)	5,000	283	(3,683)		1,600	3,353	1,753
P208	Chalvey Extra Care Housing	14,800	(1,917)	(12,313)		570	178	(392)
	Property recharges reversal						(814)	(814)
	Total Place & Development	26,643	(837)	(20,945)		4,861	5,193	332
	Regeneration							
	Major Infrastructure projects							
P102	Local Sustainable Transport Fund		188	(188)				

P149	A332 Windsor Road Widening Scheme LEP/Other		500	(485)		15	21	6
P192	LTP Implementation Plan	400	338	(638)		100		377
	<i>A4000 General</i>						222	
	<i>A4749 Grove Academy</i>							
	<i>B4930 Emergency Active Travel Fund</i>						177	
	<i>B4872 - Road Safety Programme</i>						20	
	<i>B4873 - ITS Enhancements</i>						40	
	<i>B6274 - Traffic Signal</i>						18	
P160	LED Upgrade		353	(303)		50	190	140
P881	Colnbrook By-pass	129		(115)		14	14	
P186	Bridge Capital Works	1,600	48	(1,600)		48		(36)
	<i>A4000 General</i>						8	
	<i>B4920-Langley Footbridge</i>						4	
P187	Partnership		98	(98)				
P209	Zone 1 - Sutton Lane Gyratory (MRT)	4,000	909	(4,500)		409	504	95
P210	Zone 2 - Foxborough (MRT)	3,000	(45)	(1,500)		1,455	1,975	520
P211	Zone 3 - Park & Ride (MRT)	4,000	949	(4,000)		949	207	(742)
P212	Zone 4 - Stoke Road (Stoke Rd)	8,540	617	(8,000)		1,157	432	(725)
P213	Zone 5 - Slough Station (Stoke Rd)	1,000	63	(700)		363	361	(2)
P214	Zone 6 - Wexham (Stoke Rd)		139			139	1,060	921
P215	Rd)		184			184	29	(155)
P157	Burnham Station LEP		323	(323)			4	4
P053	Langley Station LEP				210	210	234	24
P235	Langley High Street Improvements LEP				828	828	720	(109)
P188	Community Transport Fleet		183	(181)		2	2	(0)
P155	Air Quality Monitoring	38	74	(32)		80	94	14
P125	Electric Vehicle Network	600	138	(698)		40	25	(15)
P170	Carbon Management-Fleet Challenge	970	(105)	(815)		50	18	(32)
P168	Re-fit Programme	1,334	(72)	(1,212)		50	90	40
P203	Car Club	500	98	(588)		10	4	(6)
P225	Funding	1,000				1,000		(1,000)
	Planning & Transport							
P174	Highways Maintenance Annual Programme	524	17	(141)		400	378	(22)
P111/P72	Major Highways Programmes	1,265	600			1,865	1,711	(154)
P224	Minor Highway Pavements & Street Improvement	1,000		(850)		150		(150)
	Regeneration Delivery							
P180	Capital Works following Stock Condition Survey	2,400				2,400	2,313	(87)
	Herchel Car Park Refurbishment						3,799	3,799
P228	Asbestos Removal (GF)			1,000		1,000	109	(891)
	Regeneration Development							
P128	Corporate Property Asset Management						114	114
P204	Hub Development	5,000	72	(3,072)		2,000		1,046
	<i>A4000 LMP MOVE????</i>						621	
	<i>(Britwell)</i>						1,247	

	(Chalvey)							133	
	(Trelwaney)							345	
	(SMP)							700	
P226	Youth Hub	5,000		(5,000)					
P127	Demolitions	1,950	(151)			1,799	215		(1,584)
P171	Slough Basin (Stoke Wharf)		50			50	17		(33)
P135	Plymouth Road (dilapidation works)		105			105	2		(103)
P172/P17	Thames Valley University Site	4,000	122	(3,000)		1,122	280		(842)
P156	Strategic Acquisition fund	20,000		(15,000)		5,000			(2,636)
	<i>B4910 Freehold interest of 21, Roydsdale Way, Euroway Industrial Estate, Bradford, West Yorkshire Road</i>							1	
	<i>B4903Odeon, Churchill Way West, Basingstoke</i>							3	
	<i>B4878 Gala Bingo</i>							3	
	<i>B4832 Purchase of Cornwall House</i>							600	
	<i>B4937 7 McKenzie Street</i>							19	
	<i>B4845 100A Wexham Road</i>							390	
	<i>A9648 Purchase of 10 - 12 Wheelwrights Place, Colnbrook</i>							14	
	<i>A9647 27/28 Wexham Business Village</i>							597	
	<i>A4000 General</i>							733	
								4	
P159	Hotel Development	10,000	(5,309)			4,691	16,826		12,135
	<i>B4905 Old Library Site (Residential)</i>	10,673				10,673	10,437		(236)
P206	Refurbishment of 32 Chalvey Road East		65			65	116		51
P229	St Martins Place				250	250	182		(68)
P234	Cultural Infrastructure						30		30
P179	James Elliman Homes	13,000	(3,002)	3,202		13,200	4,876		(8,324)
	Property recharges reversal						(514)		(514)
	Total Regeneration	101,923	(2,451)	(48,837)	1,288	51,923	52,772		849
	Finance & Resources								
	Digital & Strategic IT								
P161	Phase 2	500			1,000	1,500			(1,500)
P183	Management Information Centre		31			31	65		34
P084	IT Infrastructure Refresh	3,350	2,016	(366)		5,000			(3,938)
	<i>A4000 IT Projects</i>						1,024		
	<i>B4938 Libraries & Culture Kiosk & PC</i>						38		
	Finance								
P871	Community Investment Fund	840				840	463		(377)
P218	Community Investment Fund-Cabinet	210	175			385	210		(175)
P205	Capitalisation Borrowing Costs						1,194		1,194
P175	Transformation				4,402	4,402	3,657		(745)
	Total Finance & Resources	4,900	2,222	(366)	5,402	12,158	6,651		(5,507)
	Total	147,102	7,610	(86,726)	8,800	76,786	72,002		(4,784)

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Housing Revenue Account Capital Programme 2020/21

		2020/21						
Capital Code	Expenditure	Budget Approved £000	(Over)/ Underspends £000	Re-profiling £000	Budget added to £000	Revised Budget £000	Outturn £000	Variance to Budget £000
	RMI Capital Programme							
P406	Stock Condition Survey			750		750	706	(44)
P407	Commissioning of Repairs Manintenance and Investment Cor						161	161
P408	Brooms & Poplar Fire Compliance Upgrade Works				500	500	473	(27)
P409	Boiler Replacement and heating	500	418			918	346	(572)
P413	Kitchen & Bathroom ReplacementReplacement	700				700		(700)
P415	Electrical Systems	120				120	408	288
P419	Garage & Environmental Improvements	2,000				2,000	616	(1,384)
P431	FRA & Asbestos Removal Works (bring froward £3m years 6			1,000		1,000	588	(412)
P547	Major Aids & Adaptations	250				250	176	(74)
	Planned Maintenance Capital							
P405	Tower and Ashbourne		693		1,500	2,193	2,111	(82)
P412	Windows and Door Replacement	700				700	7	(693)
P417	Roof Replacement						15	15
P418	Structural						1	1
P422	Security & Controlled Entry Modernisation	483				483	93	(390)
P433	Capitalised voids	60				60	5	(55)
P432	RMI Remodelling and Investment	4,000	3,661	-1,750		5,911	2,416	(3,495)
P435	Rochford Hostel						4	4
	Total RMI Capital Programme	8,813	4,772		2,000	15,585	8,126	(7,459)
	Affordable Homes							
P437	Akzo Nobel				40,000	40,000	36,536	(3,464)
P575	Affordable Homes	8,000	-527			7,473	4,113	(3,360)
	Total Affordable Homes	8,000	-527		40,000	47,473	40,649	(6,824)
	Total Housing Revenue Account Capital	16,813	4,245		42,000	63,058	48,775	(14,283)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 26 July 2021

SUBJECT: REVENUE BUDGET MONITORING REPORT – 2021/22
(PERIOD 2 – MAY 2021)

CHIEF OFFICER: Steven Mair, Section 151 Officer

CONTACT OFFICER: Steven Mair, Section 151 Officer

WARD(S): ALL

PORTFOLIO: Cllr Swindlehurst: Leader of the Council

KEY DECISION: NO

EXEMPT: NO

DECISION SUBJECT TO CALL IN: NO, this a noting report only.

APPENDICES:

- 'A' General Fund Forecast
- 'B' Savings Programme
- 'C' Transformation Fund (Flexible Capital Receipts)

1 Summary and Recommendations

- 1.1. This report sets out the forecast revenue position for 2021/22 for the General Fund, Housing Revenue Account (HRA) and the Dedicated Schools Grant (DSG) as at the end of May 2021.
- 1.2. The forecast General Fund revenue position as at Period 2 is a £6.907m overspend. This forecast is net of Covid pressures which are assumed will be covered by the £6.4m Covid contingency in the budget and funded through Covid grants from the government.
- 1.3. The financial implications of Covid-19 will continue to be monitored monthly and reported alongside any grant funding provided to mitigate the spend or lost income.
- 1.4. The forecast HRA position is currently breakeven as at Period 2. Detailed work is due to be undertaken from this month to give a thorough understanding of each budget line.

Recommendations:

Cabinet is requested to note the current management position on the 2021/22 accounts:

- (a) The forecast General Fund revenue position for 2021/22 as at the end of May 2021 is a £6.907m overspend;

- (b) The emerging issues of £33.272m that together with the £6.907m makes up the deficit position for 2021/22 of £40.179m as reported in the s114 Notice;
- (c) The progress towards the 2021/22 savings programme;
- (d) The work being done by all parties across the Council to verify the savings identified in the 21/22 budget and action being taken to mitigate the budget gap in the current financial year by 30/9/21;
- (e) The current forecast spend on Transformation to deliver savings;
- (f) The Housing Revenue Account (HRA) is forecast to spend to budget for 2021/22 as at the end of May 2021.

2 The Forecast Position 2021/22

Context

- 3.1 The Council approved the 2021/22 Budget in March 2021, including a Savings Programme for this year of £15.6m.
- 3.2 Covid-19 is an ongoing issue and a £6.4m contingency was built into the budget to cover any additional expenditure or loss of income as a result of ongoing lockdown measures. It is assumed in the budget that this will be compensated for by the Government with Covid grants.
- 3.3 The financial impact of Covid-19 will continue to be monitored closely throughout the year.
- 3.4 The 2021/22 General Fund revenue budget was approved in March 2021 based on the capitalisation directive which MHCLG have agreed to in principle subject to the Council having a governance and financial review. This review started in July 2021.
- 3.5 Further work since March has indicated that the original direction will not be sufficient to cover the emerging issues. The estimated level of general reserves the Council has at 31 March 2021 is essentially nil. The Council is having further engagement with MHCLG about increasing the Capitalisation Direction for 2021/22.
- 3.6 A detailed list of improvements and work to be implemented was given in the CEO's response to the s114 Notice on 2 July 2021. The key points for the 2021/22 budget are listed below:
 - Introduce rigorous spend control measures, already implemented and which will operate until at least 31/3/22;
 - Verify the savings identified in the 21/22 budget, officers to draft by 30/9/21;
 - Review the Housing Revenue Account – October 2021;
 - Review the Capital Programme, so that it ultimately covers 5 years and likewise everything in it is supported by robust business cases and dependence on external borrowing is reduced, officers to draft initial work by 31/10/21. This will be an improved programme, but work will need to continue beyond this date to secure a fully rigorous and proper programme;
 - Review the management of the Dedicated Schools Grant to get the annual overspends into balance by 2024/25;

- Introduce a solid and consistent approach to business cases to support the evaluation of projects and programmes, to ensure they are aligned with the Council's priorities, supported by the senior leadership, stakeholders are engaged, and all options are considered – already begun and ongoing.

General Fund

3.7 The forecast General Fund revenue position as at the end of May 2021 is a £6.907m overspend as set out in the following table:

Table 1. General Fund Revenue Forecast 2021/22

Directorate	Budget £'000	Forecast Year- End Position £'000	Full Year Variance £'000
People Adult	46,111	49,456	3,345
People Children	12,008	13,313	1,305
Children's Services Trust Contract	30,342	30,914	572
Place	6,805	8,654	1,849
Customer & Community	7,099	8,192	1,093
Finance & Resources	1,053	903	(150)
Corporate Operations	12,904	13,219	315
Strategy & Improvement	1,591	1,591	0
Service Total	117,913	126,242	8,329
Treasury Management	2,736	2,736	0
Parish Precept	185	185	0
Pension Deficit	4,264	4,264	0
Covid Contingency	6,400	6,400	0
Other Corporate Budgets	2,261	2,885	624
Contribution to Reserves	2,046	0	(2,046)
Non-Service Total	17,892	16,470	(1,422)
Expenditure Total	135,805	142,712	6,907
Council Tax	(61,032)	(61,032)	0
Business Rates – Local Share	(33,531)	(33,531)	0
Collection Fund Deficit	7,815	7,815	0
Revenue Support Grant	(6,257)	(6,257)	0
Covid Grant	(6,375)	(6,375)	0
Other Grants	(24,225)	(24,225)	0
Funding Total	(123,605)	(123,605)	0
Capitalisation Direction	(12,200)	(12,200)	0
Total	0	6,907	6,907

People Adults

3.8 The People Adults directorate has a budget for 2021/22 of £46.111m and as at the end of May 2021 the directorate is reporting a £3.345m overspend. The directorate has an in-year savings target of £3.387m in order to remain within the allocated budget. Out of the £3.387m savings target the Adult Social Care Transformation programme is planning to deliver £1.939m. The workstreams to deliver these savings are reporting good progress as they begin to realise actual savings profiled to deliver in the latter part of this year. High priority work is currently underway to identify further savings to deliver against the additional savings of £1.898m identified for People (Adults) at the beginning of this financial year, which will be reported in future monitoring reports.

People Children

- 3.9 The People Children directorate has a budget for 2021/22 of £42.350m and as at the end of May 2021 the directorate is reporting a £1.877m overspend. The directorate has an in-year savings target of £1.624m in order to remain within the allocated budget. Of the £1.624m savings target the directorate is planning to deliver £1.614m. The savings include those being delivered by Slough Children First, the Council's wholly owned company, which provides children's social care services.
- 3.10 Budget monitoring meetings and the savings tracker are reporting good progress as they begin to realise actual savings profiled to deliver in the latter part of this year. Further work is also underway to identify further savings to deliver against the additional savings of £0.920m identified for People: Children at the beginning of this financial year, which will be reported in future monitoring reports.
- 3.11 The key issues contributing to this overspend are:
- £0.572m for the Children's Company (Slough Children First) due to the cost of the Innovate teams and increased agency costs due to ongoing challenges with recruitment of permanent staff
 - £0.695m due to unachieved savings, but projects are now progressing to realise the savings this year.
 - £0.239m for the Schools Service
- 3.12 Schools Services net overspend £0.239m highlights the contract shortfall in budget of £0.135m for Capita, and premises cost on PFI contracts £0.107m, COVID impact on income of £0.037m.
- 3.13 A number of proposals are being discussed to mitigate the current budget gap of £1.877m across children's services (£1.305m) which includes Slough Children First (£0.572m). One proposal focuses on the re-designation and repurposing of five of the network of 10 children's centres enabling private, voluntary and independent sector providers to deliver statutory funded early education from these purpose built centres. The savings require community consultation and approval from stakeholders including core purpose delivery partners (enshrined in legislation, sections 1-5 of the Childcare Act 2006) the Cabinet and Ministerial approval from the DfE.

Place

- 3.14 The Place directorate current budget is £6.805m and as at the end of May 2021 the directorate is forecasting an overspend of £1.849m to year-end. This is mainly due to forecast budget pressures of £1.011m and, of the total directorate savings of £3.983m, £0.838m are currently forecast as unachievable.
- 3.15 The service has identified mitigating proposals and actions which would reduce the overspend by £1.452m, however this is not reflected in the forecast yet because work is still ongoing to verify the proposals. These mitigations would reduce the overspend to £0.398m
- 3.16 The main contributing factors to the overspend within the directorate are:

- The c£0.7m relating to the cross-cutting savings which the service has not yet reallocated within the directorate, but which will be delivered as part of the mitigating proposals and actions referred to in paragraph 3.15 above.
- The Place Strategy division is forecasting an overspend c£0.8m which is mainly utility costs £0.2m, rechargeable works £0.2m and a historic unachievable income target of £0.4m.

Customer and Communities

- 3.17 The Customer & Community directorate has a budget for 2021/22 of £7.099m and as at the end of May 2021 is forecasting a £1.093 overspend. There are in year pressures of £0.363m on Customer Services, £0.565m on Revenues and Benefits, £0.515m on Accommodation Services and £0.129m on Learning Skills and Employment.
- 3.18 These overspends are partially offset by an underspend of (£0.480m) on Localities and Neighbourhoods. To mitigate the pressures, headcount is being reduced in Customer Services by moving contacts online, recruiting permanent staff to vacant posts within Revenues & Benefits (displacing consultancy spend).
- 3.19 In addition, moving processes on-line, negotiating better commercial terms with Temporary Accommodation providers and tighter controls over eligibility, and identifying further savings to mitigate unachievable income targets in Learning, Skills and Employment.

Finance

- 3.20 Finance is forecasting a year-end position of £0.150m underspend. This is mainly due to vacancies within both the Finance and Commercial teams.

Corporate Operations

- 3.21 Corporate Operations is forecasting a £0.315m overspend for 2021/22 as at the end of May 2021. This is due to increased casework, complaints and Freedom of Information requests £0.5m, Employee Relations and Policy £0.1m and ICT £0.2m. This is partially offset by an underspend of (£0.5m) on Business Support.

Strategy and Improvement

- 3.22 The Strategy and Improvement directorate is staffing costs and is forecasting on budget as at the end of period 2.

4 Savings Programme

- 4.1 The Council's 2021/22 budget is dependent on delivery of the original budgeted savings of £15.6m that was agreed as part of setting the budget in March 2021.
- 4.2 The forecast financial impact of the Savings Programme has been included in the forecast positions for the directorates above.

- 4.3 The table below summarises the forecast savings delivery for 2021/22 that shows the current savings forecast along with the emerging pressures as at the end of May 2021 to give the directorate budget gap:

Table 2. Savings Programme 2021/22

Directorate	Total Savings £'000	Savings at risk £'000	Emerging Pressures £'000	New Savings Identified £'000	Revised Budget Gap £'000
People Adult	3,387	3,204	141	0	3,345
People Children	150	42	1,835	0	1,877
Place	7,048	1,022	827	0	1,849
Customer & Community	1,244	0	1,100	(7)	1,093
Finance & Commercial	727	0	0	(150)	(150)
Corporate Operations	1,438	0	400	(85)	315
Strategy & Improvement	(233)	0	0	0	0
Savings Programme Total	15,576	4,268	4,303	(242)	8,329

5 Flexible Capital Receipts Strategy (Transformation Fund)

- 5.1 With effect from 1st April 2016, the Secretary of State under section 15(1)(a) of the Local Government Act 2003, allowed Local Authorities to use Capital Receipts to fund revenue expenditure. This expenditure must be spent on projects which generate ongoing savings or reduce demand for services. In the Local Government Finance Settlement 2021/22 this directive was extended for a further three years to 2024/25.
- 5.2 The Council has made use of this flexible use of capital receipts to fund transformation change costs to deliver ongoing savings.
- 5.3 Full details of the Transformation Fund are set out in Appendix C which outlines the proposed spend on a scheme-by-scheme basis. The table below summarises the use of the Transformation Fund for 2021/22.

Table 3. Transformation Fund 2021/22

	Budget £'000	Forecast £'000	Variance £'000
Our Futures	3,234	2,735	(499)
Financial Excellence	1,170	1,170	0
Integrating Public Services and Transforming Service Delivery	147	2,072	1,925
Contingency	500	0	(500)
Total	5,051	5,977	926

6 Dedicated Schools Grant

6.1 The Dedicated Schools Grant provides funding for schools and is split into four blocks:

Table 4: Dedicated Schools Grant

Overall DSG position	2021/22 Indicative Forecast			Carried Forward surplus/deficit
	Budget £'000	Forecast £'000	Variance £'000	£'000
Schools block	37,200	37,100	(100)	(400)
Central schools services block	1,000	1,000	0	0
Early years block	15,200	15,200	0	(500)
High needs block	19,800	27,200	7,400	26,900
	73,200	80,500	7,300	26,000

6.2 The Dedicated School Grant has been carrying a deficit for a number of years due to overspends on the High Needs Block. It is estimated that the deficit is £19.0m as at 31 March 2021 and currently forecast to rise to £26.0m by 31 March 2022.

6.3 Work is on-going to develop the DSG Management Plan for submission to the DfE followed by a meeting with the department on 26 July 2021.

7 Housing Revenue Account (HRA)

7.1 The forecast HRA position is currently breakeven as at Period 2. Detailed work is due to be undertaken from this month to give a thorough understanding of each budget line.

Table 5. Housing Revenue Account Forecast 2021/22

Directorate	Budget £'000	Forecast Year-End Position £'000	Full Year Variance £'000
Repairs and Maintenance	8,765	8,765	0
Rents, Rates, Taxes & other charges	187	187	0
Supervision and Management	9,032	9,032	0
Special Services – Grounds Maintenance, Building Cleaning etc	2,492	2,492	0
Provision for Doubtful Debts	1,338	1,338	0
Contingency	3,500	3,500	0
Revenue Contributions to Capital	4,783	4,783	0
Interest Payable on Debt	6,195	6,195	0
Total Expenditure	36,292	36,292	0
Rent Income – Dwellings	(32,788)	(32,788)	0
Non-Dwelling – Shops, Garages	(1,575)	(1,575)	0
Service Charges – Tenants & Leaseholders	(2,428)	(2,428)	0

Income Total	(36,790)	(36,790)	0
Net Total	(499)	(499)	0
Contribution to Reserves	499	499	0
Total	0	0	0

7.2 The HRA 30-year business plan was not updated for the 2021/22 budget and needs to be reviewed. This work is scheduled to happen over the next 3 months.

8 Implications of the Recommendation

8.1 Financial implications

The financial implications are contained within this report.

8.2 Legal implications

Local authorities are legally required to set a balanced budget on an annual basis. The s.151 officer has a duty to issue a s.114 report to elected members if he is of the opinion that the expenditure of the authority incurred (including expenditure it proposed to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure. The Council's s.151 officer issued such a report on 2 July 2021 and this will be considered at a meeting of full council on 22 July 2021. In response the Chief Executive has issued an action plan, highlighted the steps the Council will be taking to deliver savings and balance its budget in future years. Regularly monitoring and reporting to cabinet and full Council is a key part of delivering financial resilience in the future.

Section 3 of the Local Government Act 1999 requires local authorities to make arrangements to secure continuous improvement in the way in which their functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Regularly monitoring budgets and savings proposals can contribute to compliance with this best value duty.

8.3 Risk management implications

Given the level of financial uncertainty and emerging issues, there is clearly a risk that the current budget will prove difficult to deliver and further support is being sought from MHCLG.

The outturn position above £6.907m along with the other emerging issues detailed below £33.272m makes up the deficit position for 2021/22 of £40.179m as reported in the s114 Notice.

Table 6: Emerging Issues

	Emerging issues £000
Funding the Council's Minimum Revenue Provision (the principal repayment on council loans) from asset disposals, contributing to the Council exceeding its Capital Financing Requirement (CFR).	14,382
Revenue costs of funding the refurbishment costs of Nova House that had been assumed to be capital.	2,000
Request to increase Reserve levels	10,000
Additional borrowing required	875
Pay award 1.5% for Council and Children's Company	1,065
Costs of IT and Property staff incorrectly assumed to be charged to capital	2,450
Inadequate provisions - various additional provisions required	2,500
Total emerging issues	33,272

8.4 Environmental implications

None

8.5 Equality implications

There no identified equality implications from this report. Equality impact assessments will be completed for new savings proposals.

9 Background Papers

- Revenue Budget Report to Full Council - March 2021
- Capital Strategy to Full Council – March 2021

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General Fund Revenue Monitoring- May 2021 - Month 2

Directorate	Revised Budget	Forecast Position May 21	Full Year Variance	Previous month's Variance	Change (since last period)
	£'000	£'000	£'000	£'000	£'000
PEOPLE (ADULTS)					
Public Health	6,537	6,537	0	0	0
Commissioning	2,502	2,295	(207)	(207)	0
People Adults Management	(155)	(794)	(639)	(275)	(364)
Localities Social Work	17,623	19,856	2,233	2,525	(292)
Safeguarding Partnership team	487	487	0	21	(21)
RRR & Long Term OTS	632	867	235	62	173
Lavender Court	604	604	0	173	(173)
Mental Health	4,872	5,504	632	1,366	(734)
CTPLD	11,950	13,041	1,091	1,435	(344)
Long Term Services	0	0	0	0	0
Day Services Unit	1,060	1,060	0	0	0
Total	46,111	49,456	3,345	5,100	(1,755)
PEOPLE (Children, Learning and Skills)					
CLS Directorate	5,109	5,289	180	0	180
Inclusion	748	933	185	509	(324)
Children's Services Trust Contract	30,342	30,914	572	922	(350)
School Services	4,334	4,573	239	300	(61)
Early Help Hub	1,963	1,768	(195)	0	(195)
Early Years Education	251	(458)	(710)	0	(710)
People Children Management	(803)	(108)	695	770	(75)
Children's Centres / Family Hubs	743	1,654	911	0	911
Sub-Total	42,687	44,565	1,877	2,501	(624)
Dedicated Schools Grant (DSG)	(337)	(337)	0	0	0
Total	42,350	44,227	1,877	2,501	(624)
Place					
Asset Management	(877)	(560)	317	0	317
Community Safety, Housing Regulation & Enforcement	1,090	1,239	150	0	150
Environmental Services	15,099	15,188	89	0	89
Infrastructure	3,715	3,304	(411)	0	(411)
Place Delivery	(1,928)	(1,914)	14	928	(914)
Place Management	(700)	37	737	0	737
Place Strategy	(6,731)	(5,890)	841	0	841
Planning	443	465	22	227	(205)
Public Protection	329	123	(206)	0	(206)
DSO	(3,635)	(3,339)	296	0	296
Total	6,805	8,654	1,849	1,155	694
CORPORATE OPERATIONS					
Business Support	5,461	4,965	(496)	(509)	13
Governance	1,905	2,302	397	(25)	422
HR	1,208	1,276	68	128	(60)
IT	4,330	4,676	346	1	345
Total	12,904	13,219	315	(405)	720
Customer and Communities					
Accommodation	1,209	1,725	516	1,157	(641)
Customer Services	2,165	2,528	363	800	(437)
Learning, Skills & Employment	48	177	130	16	114
Localities & Neighbourhoods	1,279	799	(480)	350	(830)

Directorate	Revised Budget £'000	Forecast Position May 21 £'000	Full Year Variance £'000	Previous month's Variance £'000	Change (since last period) £'000
Revenues, Benefits & Charges	2,398	2,963	565	700	(135)
Total	7,099	8,192	1,093	3,023	(1,930)
Strategy and Improvement					
Communications	333	333	0	0	0
Strategy & Innovation	1,259	1,259	0	0	0
Total	1,591	1,591	0	0	0
Finance and Commercial					
Operational Finance	1,697	1,357	(340)	0	(340)
Strategic Finance	389	390	1	0	1
Commercial	(1,033)	(844)	189	0	189
F&R Sub Total before Covid Grant	1,053	903	(150)	0	(150)
GRAND TOTAL	117,913	126,242	8,329	11,375	(3,044)

% of revenue budget over/(under)			0
Non Service Areas			
Treasury Management	2,736	2,736	0
Other Non-Service Items	14,971	13,549	(1,422)
Parish Precepts	185	185	0
Total	17,892	16,470	(1,422)

GRAND TOTAL	135,805	142,712	6,907
% of budget over/(under)			5%

Directorate	New Service	Savings Description	Total 2021/22 £'000	Total Savings Gap £'000	Emerging Pressures £'000	Measures to mitigate pressures £'000	Net Pressures/Mitigations £'000
Corporate Operations	Business Services	Reduce training budget	200	0			0
Corporate Operations	Business Services	Landmark Place - Reduction in costs and move HRA to OH	600	0			0
Corporate Operations	Business Services	Reflect actual Arbour Park Rental Income	80	0			0
Corporate Operations	Business Services	Reactive Repairs - Corporate Buildings	18	0			0
Corporate Operations	Business Services	Cross-cutting Corporate savings allocation	223	0			0
Corporate Operations	Business Services	Our Futures	317	0			0
Finance & Commercial	Commercial	Remove Contracted Services budget	57	0			0
Finance & Commercial	Finance & Commercial	Recommissioning and reviews of major commercial contracts	150	0			0
Finance & Commercial	Finance & Commercial	Remove Cash Collection budget as no longer needed	18	0			0
Finance & Commercial	Finance & Commercial	Treasury Management Efficiencies	100	0			0
Finance & Commercial	Finance & Commercial	Community Investment Fund	210	0			0
Finance & Commercial	Finance & Commercial	Our Futures	192	0		(150)	(150)
Legal and Governance	Legal	Legal		0	400	(85)	315
Strategy & Improvement		Cross-cutting Corporate savings allocation	23	0			0
Strategy & Improvement		Our Futures	(256)	0			0
Customer & Community	Community	Reduce budget provision for supported employment service	46	0			0
Customer & Community	Community	Creative Academy - to become fully self sustaining	10	0			0
Customer & Community	Community	Remodel library services using technological advancements	300	0			0
Customer & Community	Community	Reduction in commissioning budget of Young People's	22	(1)			(1)
Customer & Community	Community	Reduction in YPS Supplies and Services Budget	50	0			0
Customer & Community	Community	Libraries Publications	21	1			1
Customer & Community	Community	Reduce Housing Incentive Payments budget by 50%	103	0			0
Customer & Community	Community	Reduce Temporary Accommodation Budget by 18%	172	0			0
Customer & Community	Community	Increase in Homelessness Prevention Grant for one year	857	0		(7)	(7)
Customer & Community	Community	Cross-cutting Corporate savings allocation	331	0			0
Customer & Community	Community	Our Futures	698	0			0
Customer & Community	Community	Emerging Pressures - Revenues & Benefits headcount £400k; Customer Services £400k and Asylum seekers £300k		0	1,100		1,100
People (Adults)	ASC Operations	Remodel Day Services	350	0			0
People (Adults)	People Adults Non-Group Manager	Transformation of Adult Social Care	1,445	1,309			1,309
People (Adults)	People Adults Non-Group Manager	Reduction of Deprivation of Liberty Safeguards (DOLS) Budget	40	0			0
People (Adults)	People Adults Non-Group Manager	Staffing efficiencies	64	0			0
People (Adults)	People Adults Non-Group Manager	Review of SLA - decrease contribution by 10%	22	0			0
People (Adults)	People (Adults)	Cross-cutting Corporate savings allocation	1,251	1,251			1,251
People (Adults)	People (Adults)	Our Futures	644	644			644

Directorate	New Service	Savings Description	Total 2021/22 £'000	Total Savings Gap £'000	Emerging Pressures £'000	Measures to mitigate pressures £'000	Net Pressures/Mitigations £'000
People (Adults)	People Strategy & Commissioning	Joint re-commissioning of Healthwatch contract	21	0			0
People (Adults)	People Strategy & Commissioning	Various	0	0	141		141
People (Children)	Children & Families	Transformation of Early Help Phase 2	150	0			0
People (Children)	Children & Families	Our Futures	(1,194)	0			0
People (Children)	Children & Families	Cross-cutting Corporate savings allocation	770	0			0
People (Children)	Children & Families	DfE - SCST Costs (2 years only)	300	0			0
People (Children)	Education & Inclusion	Transformation of Slough (SBC) Passenger Travel and Transport	124	42			42
People (Children)	Children & Families	Children Trust - Agency Social workers £722k and Legal costs £200k	0	0	572		572
People (Children)	Education & Inclusion	Various	0	0	1,263		1,263
Place	Place Management	Income Target from S106 receipts and Partner contributions	300	0			0
Place	Place Management	Holding costs - Stoke Wharf (3 years only)	270	0			0
Place	Place Operations	Reduce Supplies & Services budget	20	0			0
Place	Place Operations	Remove budget for Divisional Mgmt.-Fees-Project Work	40	0			0
Place	Place Operations	Reduced Depreciation on DSO Vehicles (assumed 10 year life) - (ONE-OFF)	375	0			0
Place	Place Operations	Budget Adjustment to reflect rent not charged - Depot at White Hart Road (DSO)	103	0			0
Place	Place Operations	Fall in price of diesel and petrol (2.5%)	34	0			0
Place	Place Operations	Increase Weighbridge charges and collection charges	98	0			0
Place	Place Operations	Grounds Maintenance recharge to HRA	129	0			0
Place	Place Operations	Stop Green Waste for 3 months (Dec/Jan/Feb)	71	0			0
Place	Place Regulation	Community Safety Restructure	118	118			118
Place	Place Regulation	Use PREVENT Reserve to fund Domestic Abuse and Exploitation Service for 1 year	49	0			0
Place	Place Regulation	CCTV - Review service and seek increased partner funding contributions	109	109			109
Place	Place Regulation	Housing Regulations Team - No appointment to Business Development Manager	50	0			0
Place	Place Strategy & Infrastructure	Property service recharge to Housing Development Programme	250	0			0
Place	Place Strategy & Infrastructure	Rent 3rd floor of Observatory House	75	75			75
Place	Place Strategy & Infrastructure	Street Advertising/Bus Shelter Advertising	75	75			75
Place	Place Strategy & Infrastructure	Highways and Transport - Reduce expenditure on external contractors	195	0			0
Place	Place Strategy & Infrastructure	Parking Income	208	0			0

Directorate	New Service	Savings Description	Total 2021/22 £'000	Total Savings Gap £'000	Emerging Pressures £'000	Measures to mitigate pressures £'000	Net Pressures/Mitigations £'000
Place	Place Strategy & Infrastructure	Capitalise - Square Mile Expert Team	500	0			0
Place	Place Strategy & Infrastructure	Regeneration - Income generation for Moxy Hotel	179	0			0
Place	Place Strategy & Infrastructure	Our Futures	3,155	0			0
Place	Place Strategy & Infrastructure	Cross-cutting Corporate savings allocation	645	645			645
Place	Place Strategy & Infrastructure	Historically on-going pressure due to increased target income which has never been achieved included re Economic Development Team , included in 2021/22 base budget.		0	372		372
Place	Place Strategy & Infrastructure	Energy costs – over the last 2 years there has been a regular overspend. The contract incorrectly gave us a lower price in previous years but now there is a continual pressure.		0	150		150
Place	Place Strategy & Infrastructure	Rechargeable work income – this should have been the digitisation of billboards tender to generate SBC income but delayed due to Covid (this was the pressure in 20.21.)		0	305		305
			15,576	4,268	4,303	(242)	8,329

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Transformation Stream	Saving Amount £'000	Resource Required	2021/22 Budget £'000	2021/22 Forecast £'000	Variance £'000
OUR FUTURES					
Council-wide restructure	3,500	HR transformation project team	65	65	0
		HR Business Partner (BC)			
		HR Officer (SB)			
		Director of Transformation (JC)	44	44	0
		Redundancy costs Phase 2 and Budget to complete remaining Transformation Programme	1,975	1,480	(495)
		Culture Change Contingency	500	496	(4)
Reduce Agency Spend	1,500	Interim Project Manager (ST)	300	300	0
		12 month apprentices initial costs (£100K)			
		Cornerstone Training IT Platform (£40K)			
Transformation of Adult Social Care	1,445	Consultancy and Delivery Support	350	350	0
OUR FUTURES TOTAL			3,234	2,735	(499)

Financial Excellence					
Cross-cutting - Delivery of Savings Programme	15,976	Fundamental review of Council's Financial Governance and Con	350	350	0
Cross-cutting - Delivery of Savings Programme		Fundamental review of Council's financial reporting and monitoring arrangements	350	350	0
Equitable Contractual Arrangements	1,500	Legal advice on seeking recompense for historic contract underperformance	150	150	0
Procurement & Contract Management Improvements	1,200	Consultants supporting setup of World Class contract procurement and contract management arrangements	320	320	0
FINANCIAL EXCELLENCE TOTAL			1,170	1,170	0

Integrating Public Services and Transforming Service Delivery					
Home to School Transport	613	Consultancy and Training to achieve cross-cutting efficiencies	147	147	0
		Insourcing IT and other support functions	0	1,925	1,925
Integrating Public Services and Transforming Service Delivery Total			147	2,072	1,925

Savings Programme	15,976	Contingency	500	0	(500)
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TOTAL PROJECTS

5,051	5,977	926
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SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	26 July 2021
SUBJECT:	Covid-19 Decisions Update
CHIEF OFFICER:	Executive Director, Corporate Operations
CONTACT OFFICER:	Nick Pontone, Senior Democratic Services Officer (01753 875120)
WARD(S):	All
PORTFOLIO:	Councillor Carter – Portfolio Holder for Customer Services & Corporate Support
KEY DECISION:	NO
EXEMPT:	NO
DECISION SUBJECT TO CALL IN:	YES
APPENDICES:	Appendix A – Table of significant decisions

1 **Summary and Recommendations**

- 1.1 The purpose of this Report is to inform Cabinet of the further significant decisions taken by officers.
- 2 This report seeks Cabinet ratification of significant decisions at the first available opportunity and will enable the Council to continue to seek to meet its duties to protect public health and to serve the well being of those who live, work and visit its area.

Recommendations:

The Cabinet is requested to resolve:

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

Reason for Recommendation:

To seek ratification by Cabinet of significant decisions taken by officers insofar as they relate to Executive functions.

2. Report

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

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

Options considered

Option 1 – Ratify all the decisions set out in Appendix A.

Option 2 – Do not ratify the decisions and consider an alternative course of action for one or more decisions, noting they have been taken under delegated authority.

Option 1 is recommended.

Background

2.1.1 Slough Joint Wellbeing Strategy Priorities

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

2.2 Five Year Plan Outcomes

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

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

2.3 Governance

This report sets out the Significant Decisions taken by Officers in response to the coronavirus pandemic. Robust governance arrangements were put in place in March 2020 to manage SBCs response, which is led by a GOLD and SILVER command structure. GOLD/SILVER meetings have been held jointly since March. This is summarised as follows:

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

2.4 Timeline

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

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

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

2.5 Comments of Other Committees

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

3. Implications of the Recommendation

3.1 Financial implications

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

3.2 Legal implications

3.2.1 Any decisions taken by officers pursuant to the statutory regulations enacted by the Government to deal with the Coronavirus pandemic, to enforce business closures and restrict assembly, could potentially be challenged under the Human Rights Act 1998 as being a breach of article 11, relating to the freedom of assembly and association, and of Article 1 of the First Protocol to that convention, relating to the right to peaceful enjoyment of possessions. It is considered, however, that risks of successful challenge are low as, in the latter case, derogations are permitted to control use of property in the general interest and, in the former case, for the protection of public health.

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

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

3.3 Risk management implications

3.3.1

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

	engagement across the Council			
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3.4 Environmental implications

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

3.5 Equality implications

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

3.6 Procurement implications

3.6.1 Procurement issues have been considered by Officers in relation to each decision and procurement processes would need to be followed where they apply.

3.7 Workforce implications

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

3.8 Property implications

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

4. **Background Papers**

None.

Summary of Decisions Taken by Silver

Reference number	Decision Required	Outcome	Date of decision	Decision made by
DEL273	Request from Workplace Safety Group	Approved Active Slough Chalvey can outdoor Tennis for families	27/05/2021	SILVER
DEL274	Request from Workplace Safety Group	Approved -Housing Development Team - CPO inquiry risk assessment at Chalvey Hub	27/05/2021	SILVER
DEL275	Request from Workplace Safety Group	Approved -Children Centre risk assessment COVID-19 - updated to include additional information on contractors	27/05/2021	SILVER
DEL277	COVID Risk Register	Approved that it should be part of BAU and leads attached to each area of risk who now have to work with PB to identify the controls and measures 248 - SM, 250 Josie, 247 Surjit, 249 Joe, 252 Sue, 251 Josie	27/05/2021	SILVER
DEL279	Requests from Workplace Safety Group	Recommendations approved - Chalvey Can Run, LFT mobile van at Holiday Inn, retrospective approval for 'Closing the Gap' meeting, Estate Inspections, Housing home visits, SCF use of internal and public meeting rooms	03/06/2021	SILVER
DEL280	Requests from Workplace Safety Group	Libraries - Community Libraries phased reopening to be extended following government regulations and reopening roadmap	10/06/2021	SILVER

DEL281	Requests from Workplace Safety Group	Libraries - Curve library phased reopening extended following government regulations and reopening roadmap	10/06/2021	SILVER
DEL282	Requests from Workplace Safety Group	Visit from Hemingway Design meeting with staff and external partners – Wednesday 2 June 2021	10/06/2021	SILVER
DEL283	Requests from Workplace Safety Group	Risk assessment form for Place extended leadership team - 3rd June 2021	10/06/2021	SILVER
DEL284	Contain Outbreak Management Fund (COMF) funding	Recommendations for spend provisionally agreed to come back to Silver next week to confirm	10/06/2021	SILVER
DEL285	Contain Outbreak Management Fund (COMF) funding	COVID marshalls to be extended for next 3 months only and then back to silver for review - Sept	10/06/2021	SILVER
DEL 286	Member Briefings on councils response to Covid	Operations Room Manager to do presentation to members with a senior officer and public health representative - 18/06	10/06/2021	SILVER
DEL288	Requests from Workplace Safety Group	Active Slough Chalvey Can Family Mini Olympics.	17/06/2021	SILVER
DEL289	Requests from Workplace Safety Group	Early years and prevention team going to early years settings including childminders registered with Ofsted	17/06/2021	SILVER
DEL290	Requests from Workplace Safety Group	Economic development office risk assessment	17/06/2021	SILVER
DEL291	Requests from Workplace Safety Group	Neighbourhood services office risk assessment	17/06/2021	SILVER
DEL292	Requests from Workplace Safety Group	Children First: Carers training at Chalvey Hub risk assessment	17/06/2021	SILVER
DEL293	Covid Response Governance	Option 1 taken Keep current governance structure with existing volunteer staff. Relevant Executive Director to look into the resourcing issue with in the Covid Operations Room	17/06/2021	SILVER

DEL294	Request from SF cost of staff for Surge Testing	Funding agreed to provide 4 Logisticians and 4 Loggists until 7th July, there will be one of each every day 8-8pm 7 days a week. Managed by Slough CVS.	21/06/2021	SILVER
DEL295	Requests from Workplace Safety Group	Requests approved for Libraries Summer Reading Challenge at hubs, the Curve and outreach; from SCF use of pool cares, CLS Business Support Team training request and Children's Centre chatty monkey group risk assessment. Retrospective requests approved for surge testing sites, mobile vaccines van and extended leadership team session.	24/06/2021	SILVER
DEL296	Requests from Workplace Safety Group	Requests approved including those from Customer & Community Services, Democratic Services meeting at Chalvey Community Centre and Chalvey Can; latest statistics noted; and Option One agreed to the Part III recommendation to allow the expansion of capacity for live performances at The Curve to 50%, subject to any future reviews if Slough's case rates and Covid status changed.	01/07/2021	SILVER
DEL297	COMF Funding	Spreadsheet of proposals for use of COMF agreed in principle subject to a) proposed expenditure being brought within funding envelope b) further work to ensure sufficient and realistic contingency c) revised spreadsheet coming back to Silver on 8th July. Update 8/7 collaboration agreement approved. COMF fund discussed and actions agreed.	08/07/2021	SILVER

DEL298	Use of Langley Police Station as a Lateral Flow Testing Site	Report noted that confirmed that the site could be utilised as a testing site, with the £28k of funding used providing it was only to make the building functional as a testing centre until March 2022.	08/07/2021	SILVER
DEL 299	Requests from Workplace Safety Group	Neighbourhood staff working at OH (Covid-19) – Specific member of staff preparing Court Papers	08/07/2021	SILVER
DEL 300	Requests from Workplace Safety Group	Full Council meeting (22 nd July 2021) risk assessment for Hershel Grammar approved, subject to continuing to assess possibility of holding in Council Chamber subject to workplace safety guidance and approval of a risk assessment	08/07/2021	SILVER
DEL 301	Requests from Workplace Safety Group	Roadshow Risk Assessment – Strategy and Improvement - Retrospective Request	08/07/2021	SILVER
DEL 302	Requests from Workplace Safety Group	Covid restrictions lifting - approached agreed on various aspects including agile working / return to the office.	08/07/2021	SILVER

SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	26 th July 2021
SUBJECT:	Notification of Decisions
CHIEF OFFICER:	Executive Director, Corporate Operations
CONTACT OFFICER:	Nick Pontone, Democratic Services Lead (01753 875120)
WARD(S):	ALL
PORTFOLIO:	Councillor Swindlehurst, Leader of the Council
KEY DECISION:	NO
EXEMPT:	NO
DECISION SUBJECT TO CALL IN:	YES
APPENDICES:	Appendix A – Published Notification of Decisions

1 **Summary and Recommendations**

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

Recommendation:

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

Reason:

To ensure compliance with requirements regarding local authority executive decision making.

2 **Introduction**

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

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

2.2 **Background**

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

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

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

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

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

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

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

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

3. Implications of the Recommendation

3.1 Financial implications

3.1.1 There are no financial implications in endorsing this notice..

3.2 Legal implications

3.2.1 There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 require the executive to publish a notice of the key decisions, and those to be taken

in private under Part II of the agenda, at least 28 clear days before the decision can be taken. This notice replaced the legal requirement for a 4-month rolling Forward Plan.

3.3 Risk management implications

Cabinet endorsement of the published statutory 28-day Notification of Key Decisions contributes to good governance and forward planning and reduced the risk of challenge of executive decisions.

3.4 Environmental implications

None.

3.5 Equality implications

None. All reports to Cabinet will separately set out the equality implications of the proposed decision.

4. Background Papers

None

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NOTIFICATION OF DECISIONS

1 JULY 2021 TO 30 SEPTEMBER 2021

Date of Publication: Friday 18th June 2021

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

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

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

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

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

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

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

What will you find in the Notice?

For each decision, the plan will give:

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

What is a Key Decision?

An executive decision which is likely either:

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

Who will make the Decision?

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

The members of the Cabinet are as follows:

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

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

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

How can you have your say on Cabinet reports?

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

What about the Papers considered when the decision is made?

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

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

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

When will the decision come into force?

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

What about key decisions taken by officers?

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

Are there exceptions to the above arrangements?

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

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

Cabinet - 19th July 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>SBC Annual Report 2020-21</u> To receive the Council's Annual Report for 2020/21.	F&E	All	All	David Hounsell, Strategic Insight Manager	-	None	√	
<u>Provisional Revenue Budget Outturn 2020/21</u> To consider the provisional revenue budget outturn for the 2020/21 financial year and any update on the position early in 2021/22.	F&E	All	All	Steven Mair, Interim AD for Finance	-	None	√	
<u>Provisional Capital Budget Outturn 2020/21</u> To consider the provisional capital budget outturn for 2020/21 and any subsequent update on the current position.	F&E	All	All	Steven Mair, Interim AD for Finance	-	None	√	
<u>Asset Disposal Update</u> If required, to consider a further report on the approach to General Fund and Housing Revenue Account asset disposals.	F&E	All	All	Stephen Gibson, Executive Director of Place Tel: 01753 875852	-	None	√	Yes, p3 LGA

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

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

Digital Signage Strategy To obtain approval for the strategy for the use of council sites for the provision of digital advertising for the purpose of income generation and approval of sites for such advertising.	F&E	All	All	Stephen Gibson, Executive Director of Place Tel: 01753 875852	-	None	√	Yes, p3 LGA
<u>Covid-19 Decisions Update</u> To update on the significant decisions taken by officers in response to the Covid-19 pandemic and to seek to ratify the executive decisions taken.	F&E	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.</i>	C&C	All	All	Alexander Polak, Interim Head of Democratic Services	-	None		
<u>Notification of Key Decisions</u> To endorse the published Notification of Decisions.	F&E	All	None	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		

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

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

Cabinet - 20th September 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Revenue Budget Monitor - Quarter 1 2021/22</u></p> <p>To receive an update on the latest revenue position and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.</p>	F&E	All	All	Steven Mair, Interim AD for Finance	-	None	√	
<p><u>Capital Budget Monitor - Quarter 1 2021/22</u></p> <p>To receive an update on the capital programme for the first quarter of the 2021/22 financial year.</p>	F&E	All	All	Steven Mair, Interim AD for Finance	-	None	√	
<p><u>Performance & Projects Report - Quarter 1 2021/22</u></p> <p>To receive a report on the progress against the Council's balanced scorecard indicators and key projects for 2021/22.</p>	C&C		All	David Hounsell, Strategic Insight Manager	-	None	√	
<p><u>Covid-19 Decisions Update</u></p> <p>To update on the significant decisions taken by officers in response to the Covid-19 pandemic and to seek approval to ratify the executive decisions.</p>	F&E	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	

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

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

<u>References from Overview & Scrutiny</u> To receive any references from the Overview & Scrutiny Committee and/or scrutiny panels.	C&C	All	All	Alexander Polak, Interim Head of Democratic Services	-	None	√	
<u>Notification of Key Decisions</u> To endorse the published Notification of Key Decisions.	F&E	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	