

Date of issue: Friday, 4 December 2020

MEETING:	CABINET	
	Councillor Swindlehurst	Leader of the Council and Cabinet Member for Regeneration & Strategy
	Councillor Akram	Deputy Leader of the Council and Cabinet Member for Governance & Customer Services
	Councillor Anderson	Sustainable Transport & Environmental Services
	Councillor Bains	Inclusive Growth & Skills
	Councillor Carter	Children & Schools
	Councillor Mann	Planning & Regulation
	Councillor Nazir	Housing & Community Safety
	Councillor Pantelic	Health & Wellbeing
DATE AND TIME:	MONDAY, 14TH DECEMBER, 2020 AT 6.30 PM	
VENUE:	VIRTUAL MEETING	
DEMOCRATIC SERVICES OFFICER:	NICHOLAS PONTONE	
(for all enquiries)	07514 939 642	

NOTICE OF MEETING

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



JOSIE WRAGG
Chief Executive

AGENDA

PART I

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

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

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|-----|---|--------------|-----|
| 2. | Minutes of the Meeting held on 16th November 2020 | 1 - 12 | - |
| 3. | Performance & Projects Report, Quarter 2 2020/21 | 13 - 70 | All |
| 4. | Low Emissions Strategy 2018-2025 | 71 - 122 | All |
| 5. | Slough Inclusive Growth Strategy Update | 123 - 134 | All |
| 6. | Medium Term Financial Strategy 2021/22 - 2023/24 | 135 - 158 | All |
| 7. | Covid-19 Decisions Update | 159 - 170 | All |
| 8. | References from Overview & Scrutiny | To
Follow | All |
| 9. | Notification in Forthcoming Decisions | 171 - 182 | All |
| 10. | Exclusion of Press and Public | - | - |

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

PART II

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|-----|--------------------------------------|-----------|---|
| 11. | Part II Minutes - 16th November 2020 | 183 - 184 | - |
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Press and Public

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

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

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

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

Note:- **Bold = Key decision** Non-Bold = Non-key decision

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

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

Also present under Rule 30:- Councillors Ajaib, Gahir and Strutton.

Apologies for Absence:- None.

PART 1

60. Declarations of Interest

Councillor Carter declared that he provided IT services to Slough CVS and would not vote on any Covid related matters if it became apparent that any funding decisions related to SCVS.

61. Minutes of the Meeting held on 12th October 2020

Resolved – That the minutes of the meeting of the Cabinet held on 12th October 2020 be approved as a correct record.

62. Revenue Budget Monitoring - Quarter 2 2020/21

The Interim Service Lead for Finance introduced a report that updated on the financial position of the Council's revenue account for the second quarter of the 2020/21 financial year to the end of September 2020.

It was noted that the forecast year end position for all Council run services was a balanced position for the current year. This took into account the Covid-19 grants from Government totalling £14.7m. There were substantial directorate pressures arising from Covid-19, particularly in Adult Social Care which was reporting £6.5m Covid related pressures during the current year, and Finance & Resources with £2.1m of indirect costs as savings targets had not been met. Where savings targets had been unachievable services had been asked to try to identify compensatory savings where possible.

The Cabinet recognised the significant financial impact on Covid-19 on the Council's budget position. It was noted that there had been various tranches of Covid grants from central government which helped offset some of the immediate increase in costs and lost income. However, there still remained significant uncertainty and risks in the medium term and these challenges would be considered as part of the budget setting process for 2021/22 and the Medium Term Financial Strategy. Lead Members discussed a range of issues including the directorate pressures, specifically those in adult social care, and the current position relating to Slough Children's Services Trust financial position.

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Speaking under Rule 30, Councillor Strutton for more detail about the increased adult social care costs and the Director of Adults & Communities responded. A response would be provided separately to Councillor Strutton on care home costs pre and post Covid-19.

The Cabinet considered the virement and write off requests as set out in sections 9 and 10 of the report. After querying the reasons for the apparent increase in write off requests in the 2nd Quarter, the report was approved.

Resolved –

- (a) That the reported underlying financial position of the Council for the year end 2020-21 be noted;
- (b) That the Council's provisional reserve balances for the year end 2020-21 be noted;
- (c) That budget transfer (virements) for 2020-21 as requested in Section 9 of the report be approved.
- (d) That write offs for the first quarter of 2020-21 as requested in Section 10 of the report be approved.

63. Capital Monitoring Report - Quarter 2 2020/21

The Interim Service Lead Finance introduced a report that provided a summary of the spend against capital budgets for the 2020/21 financial year to the end of the September 2020.

The capital budget for 2020/21 was £181m of which £39m had been spent to the end of the 2nd Quarter. Spend was usually lower in the first half of the year, but this figure was significantly lower than the previous year at which point £94m had been spent. The current Covid-19 restrictions had impacted on the programme, however, it was currently projected that £130m, or 71%, of the revised budget would be spent by the end of the year. The main areas of expenditure so far in the year included £4m drawdown by James Elliman Homes to purchase properties for use as temporary accommodation and £18m on the new hotel development on the Old Library site.

Despite the disruption due to Covid-19 restrictions, Lead Members welcomed the progress made on a number of schemes such as the newly built social housing on Wentworth Avenue that had recently been completed and the new Chalvey Community Centre that was nearing completion. Lead Members would work with Officers to try to maintain progress on the capital schemes in their portfolios to seek to deliver as much of the programme as possible.

Speaking under Rule 30, Councillor Strutton asked whether there was a cost to the Council of borrowing money for schemes which had not progressed as quickly as planned. The Director of Finance & Resources responded that the

Council only borrowed when funding needed to be released so there were no increased interest costs for this reason.

At the conclusion of the discussion the report was noted.

Resolved – That the capital monitoring report to the end of September 2020 be noted.

64. Treasury Management Strategy Annual Report

The Interim Service Lead, Finance introduced a report that detailed treasury activity in 2019/20 and the first half of 2020/21. It was a requirement of the CIPFA Code and CLG Investment Guidance to report annually on treasury management activity.

The macro-economic context and outlook was summarised. As at 31st March 2020 the Council's short term borrowing was £278m and long term borrowing was £351m. Total borrowing was £630m of loans as part of the strategy for funding capital programmes. Short term interest rates had remained much lower than long term rates and it had therefore been more cost effective to borrow short term to fund capital expenditure. However, this position would not be sustainable in the medium term and the Council continued to review the options to minimise the cost of borrowing.

The borrowing had funded a range of important capital schemes across the town, including the hotels scheme on the Old Library Site that was nearing completion. An update on the scheme was provided and it was noted that progress was ahead of schedule and recruitment was underway with a view to opening in January 2021.

Speaking under Rule 30, Councillor Strutton asked about use of the Public Works Loan Board (PWLB) and the projected impact of Covid-19 on investment returns from commercial assets given the financial difficulties reported for a small number of other councils. The Director of Finance & Resources explained the position regarding the use of PWLB and commented that in recent times it had been possible to borrow more cost effectively from other sources. The best options were constantly being reviewed following advice from the Council's advisors, Arlingclose. In relation to commercial investments, it was noted the hotels scheme was a long term investment and business plan was prudent and anticipated the hotels to build up to full occupancy by year 4, so the short term Covid-19 disruption was not expected to have a major impact. An update was provided on some of the short term impacts on the strategic acquisitions programme and it was noted that the Council had a balanced portfolio to spread risks.

At the conclusion of the discussion the report was noted.

Resolved – That the Treasury Management activities for 2019/20 and the beginning of 2020/21 as set out in the body of the report be noted.

65. SBC Covid-19 Recovery and Skills

The Service Lead Strategy & Performance gave a presentation that updated on the Council's plans for recovery from the Covid-19 pandemic, particularly in relation to skills initiatives.

There had been a number of short term economic impacts of the pandemic in Slough, and whilst the response phase had sought to provide support to local businesses it was recognised the Council and its partners also had an important role to play in the recovery phase. The Inclusive Growth Strategy agreed by Cabinet in June 2020 was central to the plans. A series of initiatives were outlined aimed at ensuring local residents would benefit from the opportunities arising from economic recovery. These included:

- Future Skills Hub in partnership with Langleigh College and Royal Holloway University which would be located in Observatory House;
- Construction Academy which aimed to grow the number of jobs in the sector, including from major regeneration projects, and align careers and skills support to enable local residents access these opportunities; and
- Health & Care Academy across Berkshire to provide a pathway for local people into sustainable employment in the sector.

Members noted that the progress report on the Inclusive Growth Strategy was due to be presented to Cabinet in December 2020. The relevant Lead Members explained the work undertaken to develop the Construction and Health & Care Academy concepts and highlighted the importance of upskilling and matching residents into growth sectors. Future regeneration schemes such as the North West Quadrant and Montem would provide new opportunities as would private led development such as the Horlicks site and town centre redevelopment.

Speaking under Rule 30, Councillor Strutton welcomed the two new academies and asked a number of questions about the BAME workforce in health and social care; the number of local jobs created by the Horlicks site; and the use of CIF funding for homelessness initiatives. Responses were provided and specific figures would be sought from the developer of the Horlicks site in relation to local employment.

The Leader highlighted the huge contribution that many local voluntary and community sector organisations had played in the Covid-19 response in Slough. It was proposed that some of the Covid grant funding, or if necessary CIF underspends, be allocated to enable them to continue this work given the continued tightening of local and national restrictions. The proposals were agreed.

The Cabinet agreed to recommend the Covid-19 recovery update to Council.

Recommended – That the Council's plans be noted for medium term recovery and long term renewal as an organisation, for

Slough the place and our communities and in particular the initiatives around skills.

Resolved – That the following organisations receive funding from the Covid allocation to support their work on the local response:

- i. Slough Food Bank - £2,000
- ii. HomeStart Slough - £2,000
- iii. Slough Modest Sisters - £2,000
- iv. Haymill Support Group - £2,000
- v. Colnbrook Cares - £2,000
- vi. Slough Refugee Support - £2,000
- vii. Good Gym - £2,000
- viii. Pot to be available to other appropriate VCS organisations via OneSlough - £6,000.

66. Covid-19 Decisions Update

The Cabinet received a report that summarised the significant decisions taken by Officers since the previous meeting in response to the Covid-19 pandemic.

The Leader thanked Officers for acting promptly to put in place a scheme during half time to tackle child hunger which had helped many families in Slough. The Government had since announced funding for the Christmas period and the Council would be considering how best to implement a scheme in Slough.

The Cabinet ratified the executive decisions taken.

Resolved – That the report be noted and that the significant decisions taken by officers since the last report on this subject to Cabinet on 12 October 2020, as set out in the Appendix to the report, be ratified.

67. Future Public Health Arrangements for Slough, RBWM and Bracknell Forest

The Lead Member for Health & Wellbeing introduced a report that requested approval to proceed with developing a shared Director of Public Health role for East Berkshire, covering Slough, RBWM and Bracknell Forest.

The current position was that there was a shared Director of Public Health for the six Berkshire authorities and a shared team hosted by Bracknell Forest Council. The Berkshire Chief Executives had started a review of the arrangements in 2019 in light of various factors including changes to the health system since the current arrangements were set up in 2013. The single director role across Berkshire was stretched and a different model provided the opportunity of more local resource and focus. The outcome of the review was a hub and bespoke model each in east and west Berkshire.

Slough would retain its local public health team and a new Director of Public Health for East Berkshire would be recruited. The Chief Executive commented that the proposal had come forward before the Covid-19 pandemic and the past year had demonstrated the importance of strong and integration public health teams in local authorities.

Speaking under Rule 30, Councillor Strutton commented on the changes in leadership of Frimley Health NHS Trust. Councillor Strutton was invited to raise any issues with these separate issues directly with the Lead Member.

At the conclusion of the discussion the recommendations were agreed.

It was noted that the current Director of Public Health, Tessa Lindfield, had already been planning to move on in the new year. The Cabinet agreed a vote of thanks to Ms Lindfield for the work she had carried out in Slough over several years, but particularly in the past year during the pandemic.

Resolved –

- (a) That support be given to enable the current set up to be dissolved and the new system put in place, including the appointment of a Joint Director of Public Health for East Berkshire and Frimley ICS; and
- (b) That delegated authority be given to the Chief Executive, following consultation with the Lead Member for Health & Wellbeing, to finalise and approve the partnership arrangements.
- (c) That the outgoing Director of Public Health, Tessa Lindfield, be thanked for her work in Slough, particularly during the Covid-19 pandemic.

68. Stoke Gardens Regeneration Area Compulsory Purchase Order

A report was considered that sought approval for the Council to use Compulsory Purchase Order (CPO) powers to acquire and simultaneously dispose of land and properties to Berkeley Homes on regeneration grounds.

Stoke Gardens was identified as an opportunity site within the Centre of Slough Regeneration Framework. The site was at the entrance to the Horlicks scheme, a 1,300 dwelling residential development of Berkeley Homes. The Council had been asked by Berkeley Homes whether it would consider using CPO powers to assemble the Stoke Gardens Regeneration Area site to facilitate redevelopment. The full cost of the CPO would be underwritten by Berkeley Homes.

The Cabinet was informed that the redevelopment of the site through these means would enhance the local area and address some of the anti-social behaviour issues in the vicinity. Overall, there was a compelling case in the public interest to successfully enable the regeneration plans for the area and all the benefits that would bring. Lead Members discussed the reasons for

requiring the use of CPO powers rather than acquiring through agreement and asked about overage. It was confirmed that the Council would seek to secure an overage so that the people of Slough could benefit from any profit achieved over and above that defined in the SBC Developer's Guide.

Speaking under Rule 30, Councillor Strutton asked if the scheme could potentially improve transport links through to Farnham Road in the wider area. It was responded that it would not become an alternative route for existing traffic but cycling and sustainable transport links would be maximised.

At the conclusion of the discussion the recommendations were agreed, with the addition that delegations to officers should be following consultation with the relevant Lead Member.

Resolved –

- (a) Delegate authority to the Director of Place, following consultation with the Lead Member for Regeneration & Strategy, to enter into a Compulsory Purchase Order Indemnity Agreement (CPOIA) and if necessary, a development agreement with Berkeley Homes (and any other relevant third party) prior to undertaking any preparatory works in respect of the CPO,
- (b) Agree that the Director of Place, following consultation with the Lead Member for Regeneration & Strategy, be authorised to take all necessary steps to secure the making, submission, confirmation and implementation of a CPO to acquire and third party proprietary interests within the Stoke Gardens Regeneration Area (see Appendix 1 to the report),
- (c) Agree that the Director of Place be authorised to issue all relevant notices and certificates in connection with the making, confirmation and implementation of any CPO,
- (d) Agree that the Director of Place, following consultation with the Lead Member for Regeneration & Strategy, be authorised to acquire third party proprietary interests by private treaty negotiation,
- (e) Agree that the Director of Place, following consultation with the Lead Member for Regeneration & Strategy, be authorised to dispose of any third party proprietary interests acquired pursuant to the CPO to Berkeley Homes in accordance with terms to be agreed,
- (f) Agree that the Director of Place be authorised to make General Vesting Declarations (GVDs) under the Compulsory Purchase (Vesting Declarations) Act 1981 and/or to serve notices to treat and notices of entry (if required) following confirmation of a CPO by the Secretary of State,

- (g) Agree that the Director of Place be authorised to issue and serve any warrants to obtain possession of property acquired by the Council following the execution of a GVD or service of a notice of entry if it was considered appropriate to do so; and
- (h) Delegate authority to the Director of Place, following consultation with the Lead Member for Regeneration & Strategy, to work with Berkeley Homes to facilitate the regeneration of this strategic town centre site.

69. A4 Cycle Highway

The Service Lead Major Infrastructure Projects introduced a report that informed the Cabinet of initial plans for a proposed east-west cycle route along the A4 between the Huntercombe roundabout to the town centre.

The concept was that the cycle route would use existing wide verges, service roads and the existing shared path to establish a segregated/part segregated route. The proposals had been drawn up as part of the wider ambitions of the Council to promote sustainable travel and reduce carbon emissions. The estimated financial cost of the scheme was £2m to £2.5m and a variety of funding sources may be available to help fund the scheme. It was proposed that a business case be developed before seeking capital approval.

The Cabinet welcomed the concept in principle. A significant amount of feedback to the A4 bus and cycle lane had been received that would be relevant to this scheme and that suggested cyclists valued segregated lanes to improve safety. Lead Members asked that wide consultation be carried out in developing the scheme, including with those who did not currently cycle. It would also be important to work with schools and parents to try to design a scheme that would encourage them to shift from car use. The potential timetable was discussed and it was noted that the design phase and development of the business case could possibly be completed by March 2021, although there were a number of pinchpoints and potential conflicts on the route which may take longer to resolve.

Speaking under Rule 30, Councillor Strutton welcomed the scheme in principle and commented that the principle of segregated provision should be considered for other cycle lanes in Slough as well as the A4.

At the conclusion of the discussion the Cabinet agreed the recommendations to carry out further design of the scheme.

Resolved –

- (a) That the background to the scheme proposal be noted.
- (b) That the recommendation to introduce a segregated/part segregated east-west cycle highway along the A4 be noted.
- (c) That the estimated financial commitment for the project be noted.

- (d) That a further paper be brought back to Cabinet for decision when the project has been detailed.

70. Administration of Business Rates

Item Withdrawn.

71. References from Overview & Scrutiny

The Cabinet considered two references from scrutiny:

- A series of recommendations from the joint Overview & Scrutiny Committee and Neighbourhoods & Community Services Scrutiny Panel held on 29th October regarding the A4 bus lane.
- A recommendation from the Neighbourhoods & Community Services Scrutiny Panel from its meeting held on 4th November regarding community safety.

In relation to the A4 bus lane, the joint scrutiny meeting had been convened following the debate at Council on 24th September on a petition requesting that the bus lane be abolished. The joint scrutiny meeting reviewed the scheme in detail and made a number of recommendations as set out in paragraph 6.1 of the report. The Cabinet reviewed each of the recommendations in turn:

- (a) *“The continuing review of the existing A4 bus and cycle lane scheme.*
- (b) *The monitoring of data available since the implementation of the scheme.*
- (c) *That the following be introduced:*
- *Hackney carriages;*
 - *E-Scooters;*
 - *Motorbikes;*
 - *Private Hire Vehicles, any other authorised vehicles; and*
 - *Monday to Friday, peak time bus lane between) 7:00hrs – 10:00hrs and 15:00hrs -19:00hrs as part of the experimental scheme.*
- (d) *The proposed amendment to the Experimental Traffic Regulation Orders (ETRO) to reflect the changes above and reset the six months objection period, as set out by the Road Traffic Regulation Act 1984 and the Local Authorities Traffic Order (Procedure) (England and Wales) Regulations 1996.*
- (e) *The continued monitoring of the scheme following amendments to the Experimental Traffic Regulation orders.*
- (f) *The Council takes into account existing objections as part of the consultation process.*

- (g) The financial commitment for the scheme.*
- (h) That the frequency of the new free electric bus service be increased to operate every half an hour, the free bus trial offer be extended beyond the initial two-three month period and the electric bus service be extended into the Langley areas.*
- (i) That officers be asked to consider means of encouraging more people onto public transport, including: bus subsidy funding, extending the times bus passes can be used, improved bus route provision.*
- (j) That officers be asked to consider bus provision for young people and how they can be supported to use sustainable transport options, taking into account the cost of public transport, provision of youth bus passes.*
- (k) To improve traffic flow, the bus lanes where possible be moved from the A4 into service roads.*
- (l) Allow Low Emission Vehicles to use the bus lanes in Slough.*
- (m) Officers be asked to consider allowing Private Hire Vehicles to use the old bus lanes, on the basis that private hire drivers undertake a crucial role and had essentially become 'key workers' during the Covid-19 pandemic.*
- (n) Officers be asked to review current 'pinch points' along the A4 bus route, in particular along the three turns to High Street Railway Bridge and the Sainsbury's roundabout. In addition, consideration be given to removing the bus lane from this section of highway (along both sides) to allow better traffic flow.*
- (o) That the design proposals for the cycle lanes take into consideration the space that could be used off the highway to improve cycle provision."*

The Cabinet noted the rationale for introducing the measures following the Government's guidance during Covid-19 to improve provision for cycling and pedestrians and also agreed the importance of improving sustainable transport provision in the future as had been discussed earlier as part of the A4 cycle superhighway concept. The nature of the experimental order provided an opportunity to make changes to the scheme to test and monitor the impacts before deciding on any permanent changes.

(Councillor Pantelic left the meeting)

After considering each of the recommendations in turn the Cabinet agreed to approve (a) to (g). In relation to recommendations (h) to (k) the advice of Officers was that these would best be taken forward by the Quality Bus Partnership between the Council and operators. This was agreed and the

Cabinet - 16.11.20

Cabinet asked for an update on the outcomes by April 2021. Officers were already taking action with regards to a number of the other recommendations and these were noted. The Cabinet also agreed that the electric bus trial on the A4 was an important part of the overall package of measures and asked Officers to seek to continue this trial for the duration of the experimental order and that the potential of restoring off peak access to residents of MRT services be explored.

The Cabinet then considered the following recommendation from the Neighbourhoods & Community Services Scrutiny Panel:

“That Slough Borough Council should work with Thames Valley Police and others in the Safer Slough Partnership to develop a communications plan to improve residents perceptions of the safety of Slough – with particular focus on the town centre – and to share examples of the positive partnership work that had already been undertaken.”

The Cabinet agreed that the perception of crime in Slough was generally higher than then evidence showed and therefore the recommendation was agreed.

Resolved –

References from the Joint Overview & Scrutiny Committee and NCS Scrutiny Panel meeting held on 29th October regarding the A4 bus lane

- i. That recommendations (a) to (g) be approved.
- ii. That recommendations (h) to (k) be taken forward via the Quality Bus Partnership and that a progress report be provided to Cabinet by April 2021.
- iii. That the actions Officers were undertaking in relation to recommendations (l) to (o), as set out in paragraph 6.3 of the report be noted and agreed.
- iv. That Officers seek to enable the continuation of the A4 electric bus trial throughout the experimental period to 4 June 2021.
- v. That Officers work with operators to seek to re-introduce the public off peak access to the MRT services.

Reference from the Overview & Scrutiny Committee held on 4th November regarding community safety

Resolved – That the recommendation be endorsed that the Council work with Thames Valley Police and others in the Safer Slough Partnership to develop a communications plan to improve residents’ perceptions of the safety of Slough – with particular focus on the town centre – and to share examples of the positive partnership work that has already been undertaken.

72. Notification of Key Decisions

The Cabinet considered and endorsed the Notification of Key Decisions published on 16th October 2020 which set out the key decisions expected to be taken by Cabinet over the next three months.

Resolved – That the published Notification of Key Decisions for the period between November 2020 and January 2021 be endorsed.

73. Exclusion of Press and Public

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

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

74. Temporary Accommodation Procurement

The renewal of a temporary accommodation nomination agreement was approved.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.47 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14 December 2020

CONTACT OFFICER: Dean Tyler, Service Lead for Strategy & Performance

(For all enquiries) (01753) 875847

WARD(S): All

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

PART I
NON-KEY DECISION

PERFORMANCE & PROJECTS REPORT: QUARTER 2 2020/21**1. Purpose of Report**

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

- The corporate balanced scorecard indicators during 2020/21.
- An update on the progress of the 26 projects on the portfolio, which are graded according to project magnitude as gold (10), silver (7) or bronze (9).
- An update on the progress of the current Manifesto commitments.

2. Recommendation(s)/Proposed Action

Cabinet is requested to resolve 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.

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

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

SJWS Priorities:

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

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

(b) Five Year Plan Outcomes

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

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

4. Other Implications

(a) Financial

There are no financial implications of proposed action.

(b) Risk Management

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

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act or other legal implications.

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA.

5. Supporting Information

- 5.1. This is the quarter 2 report to Cabinet reporting on the 2020/21 financial year in respect of the performance position of the Council.
- 5.2. Please refer to the attached corporate performance report, which summarises progress against the Council's priorities in quarter 2 of the financial year 2020/21.
- 5.3. The Corporate Balanced Scorecard has now been updated to represent Key Performance Indicators for the 2020/21 financial year as agreed by CMT. This refresh has taken place in Q2 due to the pressures from responding to the Covid-19 outbreak earlier in the financial year. This report is therefore the first one that the Cabinet have received including indicators for the 2020/21 financial year. Two of the indicators (percentage of municipal waste sent to landfill and number of empty properties brought back into use) were removed from the balanced scorecard and replaced with four new indicators, as shown below. These will be reported for the first time this quarter:

Outcome 1:

- Young people's happiness. This is a new indicator which is yet to be established.
- Percentage of reception aged children classified as overweight including obese
- Percentage of year 6 aged children classified as overweight including obese

Outcome 4

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

- 5.4. Due to limited time available as a result of our response to Covid-19, the Quarter 1 report to Cabinet reported on overall trends, but not performance against targets.
- 5.5. Targets for 2020/21 have now been set for the majority of indicators and are included in this Q2 report. With the exception of three indicators (business rates, council tax and young people's happiness) target ranges have been assigned. These targets have been agreed by the lead Associate Directors.
- 5.6. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been signed for business rate income and council tax in year collection rates. For our new indicator focusing on young people's happiness, this is yet to be established, however initial discussions have commenced with the lead for Children & Families and Communities and Leisure.
- 5.7. We are now able to report on performance against targets. 43% (9) of the 21 key performance indicators (KPIs) with agreed targets are performing either at or better than target. 38% (8) indicators are performing marginally worse than target but above the red KPI threshold and 19% (4) indicators are performing below the red KPI threshold.
- 5.8. In relation to overall trend, performance has improved since last quarter for 43% (10) of the 23 KPIs, remained the same for 9% (2) and declined for 48% (11). Whilst Covid-19 is not the only factor impacting on performance, these Quarter 2 figures begin to provide insight into the impact of Covid-19 in the first half of the 2020/21 financial year.

5.9. Key changes this quarter:

- Total crime rates per 1,000 population has reduced from 26.9 in Q4 to 24.3 in Q1. However Slough's crime rate remains higher than the Most Similar Group (MSG) and National averages. Decreases in the crimes rates observed are likely to be a result of national lockdown restrictions in place in response to the pandemic. The most prevalent offence subgroup for Slough for Q1 of the 2020/2021 financial year was 'violence without injury'.
- There has been a 3.5% improvement in the overall recycling rate from 24.6% in Q4 to 28.1% in Q1 and a 2.4% improvement from last year of 25.7%. It is feasible that with more residents staying/working at home there is greater time to consider recycling.
- There has been a slight reduction in the number of homeless households in temporary accommodation from 370 in Q1 to 365 in Q2. This is a noticeable improvement from 429 households who were homeless in Q2 2019/20. This demonstrates the success of the housing strategy implemented by the team. The figure reported at end of Q2 is slightly higher than the projected target of 359. This is due to the restrictions on letting properties following the Covid-19 crisis as allocations were suspended during that period.
- The number of Houses in Multiple Occupation (HMOs) licences shows a steady increase from previous quarter from 177 to 208 properties. Over the last quarter, 750 'invitation to apply' letters were sent out to landlords of properties predicted to be licensable. We commenced the financial penalty process in relation to 2 portfolio landlords that have persistently failed to licence their properties. We applied licensing conditions to resolve long standing anti-social behaviour complaint in a licensed property in Langley. We have commenced licensing compliance visits using newly procured mobile inspection app allowing us to identify and begin addressing a number of hazards in licensed properties.
- An improvement on the percentage of staff rated working for the council as either good or excellent. Based on the 2020 annual staff survey 74% of those that responded to the survey rated working for the council as either good or excellent. This is 4% improvement on the 2018 survey at 70%.

5.10. Key areas for review this quarter:

- Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for Sept of 8.3% comprises of 7,910 people of which 1,215 aged 16-24 (a rate of 11.2%) and 1,940 aged 50+ (a rate of 8.5%). The rate remains above the national and South East of England average and is the 7th highest rate for 16-64 out of the 63 largest cities and towns.
- Since end of March, 5,090 more people in Slough are claiming benefits due to unemployment which includes 820 more young people (16-24) and 1,230 additional older people (50+). At the end of September, 9,300 claims from the Job Retention Scheme ('on furlough'), 7,100 claims totalling £15.9m for Self-Employment Income Support Scheme (SEISS) and £18.1m paid out in small business grants.

- There has been an increase in the percentage of reception aged children classified as either overweight or obese in the Government's National Child Measurement Programme (NCMP) from 21.9% in 2018/19 to 23.3% in 2019/20. Slough's rate now exceeds the national rate of 23.0%.
- There has been a significant increase in the number of service requests that took 90 or more days to close. During Covid-19 there has been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. Management are working to ensure that officers have access to the office whilst maintaining government safety measures during Covid-19. We should see a reduction in pending cases over the next quarter. The Neighbourhood Enforcement team drives forward changes that focus on tackling the most complex, difficult and long standing issues of crime, Anti-Social Behaviour (ASB) and enviro-crime across the Borough. The enforcement team continues to work closely with our external partners such as the Police, the Home Office, waste & environment, street cleansing, along with other contractor's housing associations, private service providers in order to maintain efficiencies and enhance the quality of services within the neighbourhood.
- There has been a small reduction in the number of adults managing their care and support via a direct payment from 610 in Q1 to 606 in Q2 and as such this remains marginally below the in-year target of 617. However we saw an increase in the overall number of people opting to take a direct payment within the year from 776 in Q2 2019/20 to 871 in Q2 2020/21, indicating that more people are choosing to take control of the procurement and commissioning of care and supporting themselves. Several steps have been taken to make direct payments easier to manage and use, including pre-payment card, managed direct debit payment accounts and bringing the recruitment of Personal Assistants and employment support in-house. A series of training sessions for operational staff have been held, the use of direct payments and Personal Assistants have been promoted in an article in the Slough Citizen and the information pack for service users has been refreshed.
- At the end of quarter 2 we achieved a business collection rate of 49.1% of the expected in-year total, collecting £38.1m. The collection rate is 9.1% below the same time last year. The net collectable debit is much lower at this stage in the year due to the large amount of relief's that have been applied due to Covid-19; nearly £31m in relief's given in-year to date. There has been no recovery activity undertaken since March; the service will be issuing statutory reminders in the next couple of weeks. We do expect that a number of the businesses for whom we have agreed to defer instalments or spread the instalments will not be able to make the payments if the current Covid-19 situation continues and local lockdowns come into being in Slough.
- At the end of quarter 2 we achieved a council tax collection rate of 53.8% of the expected in-year total, collecting £38.4m. The collection rate is 3.7% below the same time last year. As with business rates there has been no statutory recovery in Q1 & Q2 due to the courts closing in March. Soft reminders have been to customers who had not paid an instalment this year,

were not in receipt of council support and had not been in contact with us. The service is preparing to recommence recovery activity in Q3 when the courts are expected to open.

- Based on the 2020 annual staff survey, 67% of staff stated that they proud to work for the council. This is a 5% reduction from 72% in the 2018 annual staff survey. This year's results are based on a response rate of 40% which is lower than the rate in 2018 of 47%. Staff survey results and comments will be published on insite as an evidence base for action. Service specific issues - e.g. comments about IT, HR policies, or relating to a particular directorate/service area - will be fed back to relevant teams to inform actions.

Project Portfolio

5.11. Progress continues on all major schemes and projects. Across all projects on the portfolio, 46% were rated overall as Green (12 projects), 35% were rated overall as Amber (9 projects) and 19% were rated overall as Red (5 projects).

5.12. None of the projects closed this quarter

5.13. Key achievements this quarter:

- Central Hotels Project: Project is progressing including internal works to bedrooms, corridors and kitchens. The Moxy illuminated sign has been installed.
- Census 2021: Council has advertised the Community Advisor roles for the Office for National Statistics.
- Haybrook School: Architects have now been appointed and a planning application has been submitted.

5.14. Key issues to be aware of:

- Due to the COVID-19 lockdown there are delays and risks across various projects on the portfolio.
- Cemetery Extension: Continuing COVID-19 situation may cause further delay and risk that there will be an increased demand from excess deaths upon grave spaces.
- Grove Academy: Project is currently 12 weeks behind programme due to weather issues and more recently the COVID-19 outbreak. It is due to complete for handover in November 2020.
- Future Delivery of Children's service: Project status changed from Amber to Red. Further discussions to take place with the DfE and SBC.

Manifesto Pledges

5.15. Due to the postponement of the local elections, no new Manifesto pledges were released for 2021/22. During Q1 and Q2, due to the Covid-19 response, there were impacts on the delivery of some existing Manifesto pledges.

- 5.16. There were 43 Manifesto pledges across the key areas from 2019/20, which we continue to track during 2020/21.
- 5.17. 22 pledges are complete. At the end of Q2, 42% (18 pledges) were rated overall as Green (achieving or on schedule) and 7% (3 pledges) were rated overall as Amber (signifying as working towards). None of the pledges were rated overall as Red.
- 5.18. One Manifesto pledge was reported to have been completed in Q2:

- **We will work with our partners to lower the exposure of our children and young people to youth violence and gang-related activity**

Slough is leading the way in Thames Valley in responding to Youth and Knife Crime, through the creation of the Task Force to provide senior strategic oversight and management. While we need to understand that the issue of Violence and Knife Crime is a global challenge, we are taking a stand and working to improve how, we as agencies respond.

The Slough Violence Task Force continues to co-ordinate the strategic response to violence and knife crime in Slough. The Task Force, Chaired by SBC Chief Executive has an evidence based action plan, which is focused on creating sustainable solutions in Slough, while ensuring that the offer is co-ordinated and duplication of effort does not happen.

The action plan is ever expanding, and includes a range of activities,

- Early Help offer and new website to access the wide range of interventions available in Slough.
- The new process for managing school exclusions and managed moves went live in September – Partners are working to ensure that the processes are robust and managed to the benefit of young people.
- Expansion of CCTV in Salt Hill Park. An exciting project to expand CCTV coverage in the park is nearly complete and is due to have the final commissioning and shakedown in October. Covid-19 did cause some delays for a while, but the project team have now finished the main installations.
- Our Youth Knife Crime Counter Narrative project is delivering a strong anti-knife message for young people. This campaign is designed by young people, for young people and sits on a number of popular social media platforms. While you may not have seen these messages, young people have created a public facing message on the TVU hoarding, Stoke Road. The communications plan is now moving into engaging with communities, residents and parents. The Task Force is pleased with the progress being made to challenge, what is a global perception about young people and knives.
- We have signed up to be one of the first boroughs in the Thames Valley in a multi-agency data project. This initiative brings data and information from a range of agencies to provide insight and direction to form the tactical response.

Reviewing our current operational models (operational case management meetings) to ensure that our processes are solution focused. This includes,

incorporating evidence from case reviews so that we focus on what's important.

6. **Comments of Other Committees**

None. The report will be reviewed at Overview and Scrutiny on 7 January 2021.

7. **Conclusion**

This paper sets out the Council's current performance as measured by the performance indicators within the balanced scorecard, the progress status of the gold projects, and progress against the Manifesto commitments. The Council has seen areas of strong performance through the first half of 2020, with some other areas requiring review, learning and improvement. Areas to celebrate and areas for improvement will be reflected on and considered as part of operational delivery decisions taken in both Q3 and Q4 2020/21. A further report highlighting performance in Q3 2020/21 will be received by Cabinet in March 2021.

8. **Appendices Attached**

- 'A' - Corporate Performance Report Q2 2020/21
- 'B' - Manifesto Commitments Q2 2020/21

9. **Background Papers**

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

Slough Borough Council

Appendix A:

Corporate Performance Report

2020-21 – Quarter 2

(July to September 2020)

Strategy and Performance

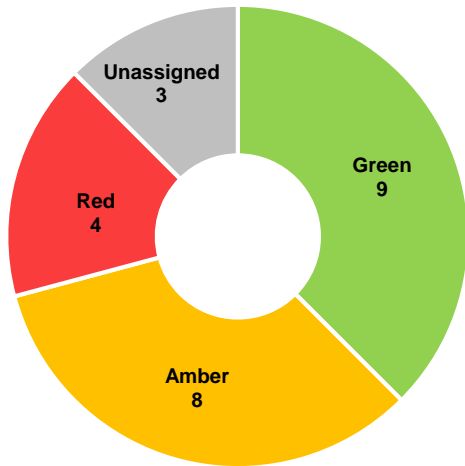
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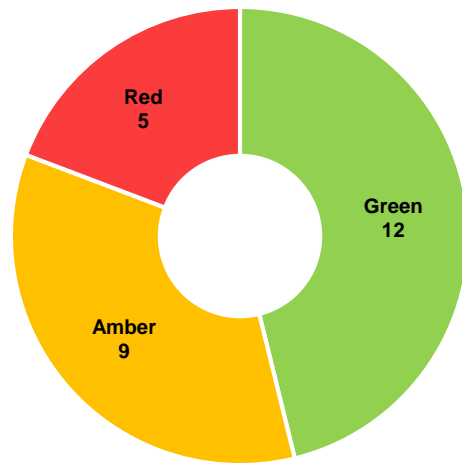
2020/21 Quarter 2: Executive Summary

Performance against target (RAG)

Key Performance Indicators

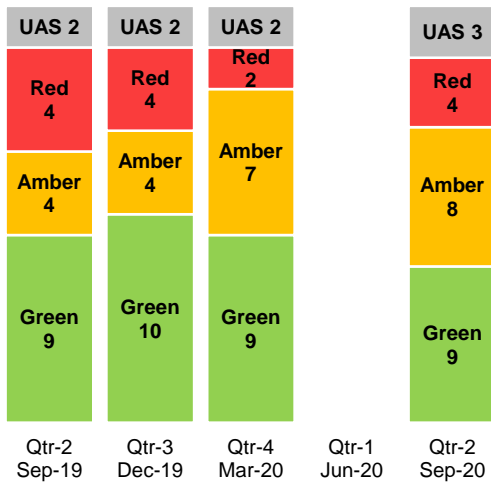


Project Portfolio: Overall Status

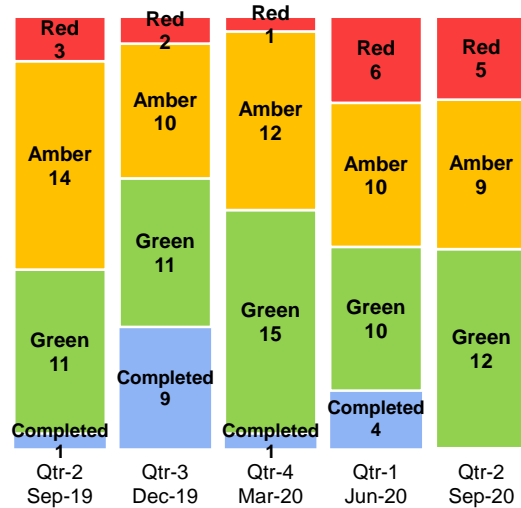


Comparison with previous quarter

Key Performance Indicators



Project Portfolio: Overall Status



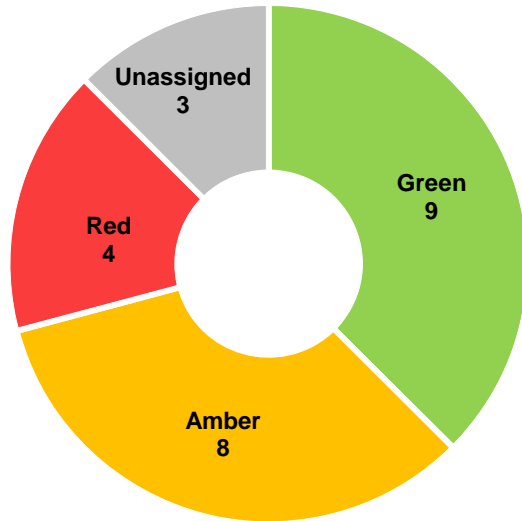
Performance Scorecard

Outcome	Performance Measure	Previous Performance	Direction	Current Performance	Target
Outcome 1 Slough children will grow up to be happy, healthy and successful	Percentage of Child Protection Plans started in year that were repeat plans within 2 years	- 0.0% (0)	↓	G 4.2% (5)	<10%
	Attainment gap between all children and bottom 20% at Early Years	G 31.0%	↑	G 30.1%	<32.4%
	Attainment gap between disadvantaged children and all others at Key Stage 2	G 16%	↔	G 16%	<20%
	Attainment gap between disadvantaged children and all others at Key Stage 4	R 34.7%	↑	G 23.6%	<25.2%
	Percentage of young people not in education, training or employment	G 4.0%	↓	G 4.2%	<=5%
	Young people's happiness (indicator to be established)	-		-	tbc
	Percentage of reception aged children classified as overweight including obese	- 22.3%	↑	R 23.3%	<23.0%
	Percentage of year 6 aged children classified as overweight including obese	- 41.0%	↔	A 41.0%	<35.2%
Outcome 2 Our people will be healthier and manage their own care needs	Number of adults receiving a Direct Payment	- 610	↓	R 606	617
	Uptake of targeted NHS health checks	G 2.0%	↓	A 1.5%	>1.9%
	Percentage of residents inactive	R 35.9%	↑	A 34.4%	<34.4%
Outcome 3 Slough will be an attractive place where people choose to live, work and stay	Average level of street cleanliness	- B (2.48)	↑	G B (2.79)	>=B
	Total crime rate per 1,000 population	- 26.9	↑	A 24.3	<21.3
	Percentage of household waste sent for reuse, recycling or composting	- 24.6%	↑	A 28.1%	>=30%
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	- 370	↑	A 365	<=359
	Number of permanent dwellings completed during the year	A 534	↓	A 503	>=650
	Number of mandatory licensed HMOs	- 177	↑	G 208	>=200
	The number of service requests that took 90 or more days to close	- 79	↓	R 302	>100
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	- 58.2% (£63.6m)	↓	- 49.1% (£38.1m)	n/a
	Access to employment: unemployment rate	- 7.7%	↓	R 8.3%	<6.4
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	- 5 mins 19s	↓	G 6 mins 23s	<10mins
Corporate health	Council tax in year collection rate	- 57.5% (£39.9m)	↓	- 53.8% (£38.4m)	n/a
	SBC staff survey: percentage of staff proud to work for the council	G 72%	↓	A 67%	>=72%
	SBC staff survey: percentage of staff rate working for the council as either good or excellent	G 70%	↑	G 74%	>=70%

Corporate Balanced Scorecard

The latest position of the Council's key performance indicators at the end of quarter 2 was as follows:

Key Performance Indicators



Page 25

This is the first reporting on the indicators from the 2020/21 corporate balanced scorecard. Two indicators (percentage of municipal waste sent to landfill and number of empty properties brought back into use) were removed from the corporate balanced scorecard for 2020/21 and replaced with four new indicators. These will be reported for the first time this quarter:

Outcome 1:

- Young people's happiness. This is a new indicator which is yet to be established.

- Percentage of reception aged children classified as overweight including obese
- Percentage of year 6 aged children classified as overweight including obese

Outcome 4

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

Quarter 2 updates are not yet available for the following measures, with the latest available figures from quarter 1:

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

There is a delay in the publication of the NHS health check datasets due to Covid-19, with the latest available figures from quarter 3 2019/20.

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

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

- **Council tax in year collection rate**

Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for council tax in year collection rates.

For the remaining 21 indicators with agreed target levels, 43% (9 indicators) were rated overall as **Green**, 38% (8 indicators) were rated as **Amber** and 19% (4 indicators) were rated as **Red**.

In relation to overall trend, performance has improved for 43% (10) of the 23 KPIs, remained the same for 9% (2) and declined for 48% (11).

Key improvements this quarter:

- **Total crime rates per 1,000 population: (quarterly)**

There was a 2.6 points reduction in Slough's overall crime rate from 26.9 in Q4 to 24.3 in Q1. In comparison the Most Similar Group (MSG) and national averages reduced by 3.5 points and 3.3 respectively. Slough's crime rate remains higher than these comparators.

Decreases in the crimes rates observed are likely to be a result of national lockdown restrictions in place in response to the pandemic. The most prevalent offence subgroup for Slough for Q1 of the 2020/2021 financial year was 'violence without injury'.

- **Percentage of household waste sent for reuse, recycling or composting**

There has been a 3.5% improvement in the overall recycling rate for Q1 at 28.1% and a 2.4% improvement from last year of 25.7%. It is feasible that with more residents staying/working at home there is greater time to consider recycling.

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

There has been a reduction in the number of homeless households in temporary accommodation from 370 in Q1 to 365 in Q2. This is a noticeable improvement from 429 households who were homeless in Q2 2019/20. This demonstrates the success of the housing strategy implemented by the team. The figure reported at end of Q2 is slightly higher than the projected target of 359. This is due to the restrictions on letting properties following the Covid-19 crisis as allocations were suspended during that period.

- **Number of licenced mandatory Houses in Multiple Occupation (HMOs)**

The number of Houses in Multiple Occupation (HMOs) licences shows a steady increase from previous quarter from 177 to 208 properties.

Over the last quarter, 750 'invitation to apply' letters were sent out to landlords of properties predicted to be licensable. We commenced the financial penalty process in relation to 2 portfolio landlords that have persistently failed to licence their properties. We applied licensing conditions to resolve long standing anti-social behaviour complaint in a licensed property in Langley. We have commenced licensing compliance visits using newly procured mobile inspection app allowing us to identify and begin addressing a number of hazards in licensed properties.

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

Based on the 2020 annual staff survey, 74% of staff stated that rated working for the council as either good or outstanding. This is 4% improvement from 70% in the 2018 annual staff survey.

Key areas for review this quarter:

- **Percentage of reception aged children classified as overweight including obese**

The percentage of reception aged children classified as either overweight or obese in the Government's National Child Measurement Programme (NCMP) increased from 21.9% in 2018/19 to 23.3% in 2019/20. Slough's rate now exceeds the national rate of 23.0%

We have worked closely with schools to launch "The Daily Mile" which is delivered in around 12 primary schools. Over the past 2 years, and now integrated as part of our new "Health and Wellbeing Slough" (HWS) service we have rolled out "Active Movement". This is a behaviour change programme currently delivered in 10 children centres, 7 early year's settings and 24 primary schools. An independent review that we commissioned of the service in 2019 showed positive results on waist circumference, sedentary behaviour, strength and physical activity levels.

As part of our HWS service we offered a 10 week weight management programme called "Let's Get Going". This is offered to around 3-5 primary schools a year and is in the process of relaunching following Covid-19 and schools starting back. We funded the Early Years and the Schools health and wellbeing officers. Their role is to support wider health and wellbeing in Early Years settings and in Schools. We are in the process of establishing a Kitemark with early year settings.

- **Number of adults managing their care and support via a direct payment**

There has been a small reduction in the number of adults managing their care and support via a direct payment from 610 in Q1 to 606 in Q2 and as such this remains marginally below the in-year target of 617. However we saw an increase

in the overall number of people opting to take a direct payment within the year from 776 in Q2 2019/20 to 871 in Q2 2020/21, indicating that more people are choosing to take control of the procurement and commissioning of care and supporting themselves.

Several steps have been taken to make direct payments easier to manage and use, including pre-payment card, managed direct debit payment accounts and bringing the recruitment of Personal Assistants and employment support in-house. A series of training sessions for operational staff have been held, the use of direct payments and Personal Assistants have been promoted in an article in the Slough Citizen and the information pack for service users has been refreshed.

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

An increase in the number of service requests that took 90 or more days to close. During Covid-19 there has been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. Management are working to ensure that officers have access to the office whilst maintaining government safety measures during Covid-19. We should see a reduction in pending cases over the next quarter.

The Neighbourhood Enforcement team drives forward changes that focus on tackling the most complex, difficult and long standing issues of crime, Anti-Social Behaviour (ASB) and enviro-crime across the Borough. The enforcement team continues to work closely with our external partners such as the Police, the Home Office, waste & environment, street cleansing, along with other contractor's housing associations, private service providers in order to maintain efficiencies and enhance the quality of services within the neighbourhood.

- **Business rate income**

- **Business rate in year collection**

At the end of quarter 2 we achieved a business collection rate of 49.1% of the expected in-year total, collecting £38.1m. The collection rate is 9.1% below the same time last year. The net collectable debit is much lower at this stage in the year due to the large amount of relief's that have been applied due to Covid-19; nearly £31m in relief's given in-year to date.

There has been no recovery activity undertaken since March; the service will be issuing statutory reminders in the next couple of weeks. We do expect that a number of the businesses for whom we have agreed to defer instalments or spread the instalments will not be able to make the payments if the current Covid-19 situation continues and local lockdowns come into being in Slough.

- **Access to employment**

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

Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for Sept of 8.3% comprises of 7,910 people of which 1,215 aged 16-24 (a rate of 11.2%) and 1,940 aged 50+ (a rate of 8.5%). The rate remains above the national and South East of England average and is the 7th highest rate for 16-64 out of the 63 largest cities and towns.

Since end of March, 5,090 more people in Slough are claiming benefits due to unemployment which includes 820 more young people (16-24) and 1,230 additional older people (50+). At the end of September, 9,300 claims from the Job Retention Scheme ('on furlough'), 7,100 claims totalling £15.9m for Self-Employment Income Support Scheme (SEISS) and £18.1m paid out in small business grants.

The achievement of around £2m government capital funding for The Future Skills Hub and Innovation Hub will be a way that can support unemployed people back into employment. Partners including Job Centre Plus, college, further education and employers will co-locate, align services and deliver so that people can get back into employment. A focus on construction jobs and health and social care is taking place as key sectors that have seen a jobs growth. The Berkshire jobs portal is also advertising local job opportunities in one place for people to access and apply.

- **Council tax in year collection**

At the end of quarter 2 we achieved a council tax collection rate of 53.8% of the expected in-year total, collecting £38.4m. The collection rate is 3.7% below the same time last year.

As with business rates there has been no statutory recovery in Q1 & Q2 due to the courts closing in March. Soft reminders have been to customers who had not paid an instalment this year, were not in receipt of council support and had not been in contact with us. The service is preparing to recommence recovery activity in Q3 when the courts are expected to open.

- **SBC staff survey: percentage of staff proud to work for the council**

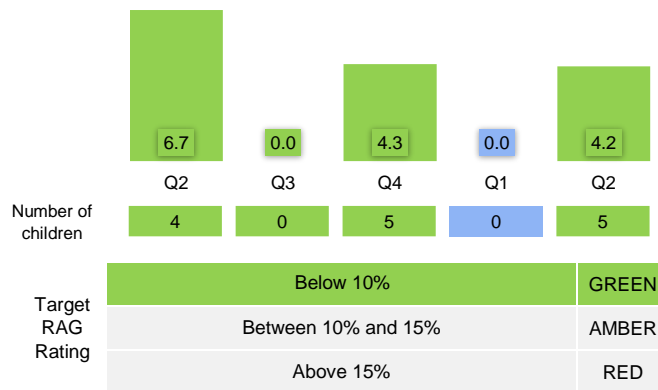
Based on the 2020 annual staff survey, 67% of staff stated that they proud to work for the council. This is 5% reduction from 72% in the 2018 annual staff survey.

This year's results are based on a response rate of 40% which is lower than the rate in 2018 of 47%. Staff survey results and comments will be published on insite as an evidence base for action. Service specific issues - e.g. comments about IT, HR policies, or relating to a particular directorate/service area - will be fed back to relevant teams to inform actions.

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

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

4.2 ↓

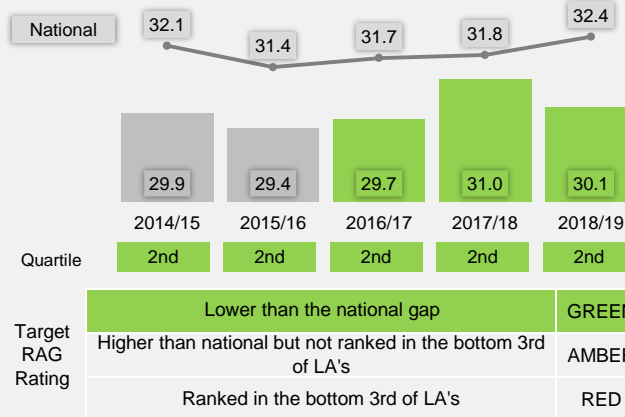


There were 119 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 57 families. Five children became subject to a CPP for the second or subsequent time within 2 years, the relates to 3 families. There were 20 children (16.8%) that became subject to a CPP for the second or subsequent time regardless of how long ago that was. This relates to 11 families.

All decisions in relation to children's protection are appropriate. During Q2 5 children became subject to a Child Protection Plan for the second or subsequent time within two years. Looking at this over the last 12 months this involves 10 children out of 411 (2.4%). When compared in 2020-21 Q1, with LAs within the South East (11%) including statistical neighbours (13%) Slough is not an outlier.

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

30.1 ↑



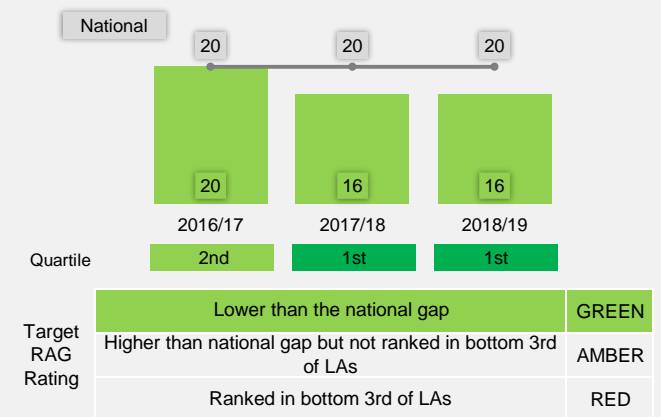
Measured once a year, derived from teacher assessments.

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

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

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

16 ↔



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

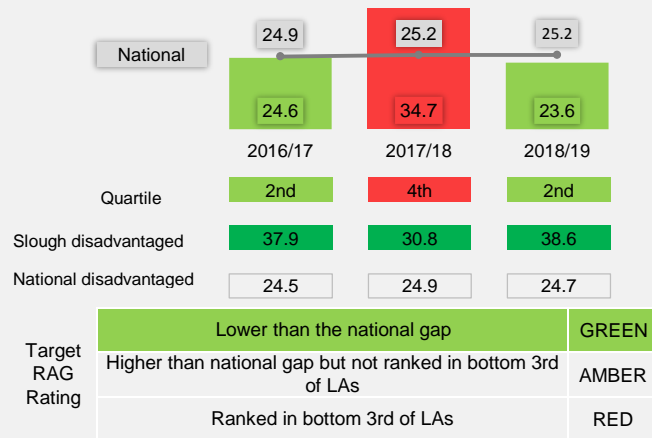
Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

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

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

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

23.6 ↑



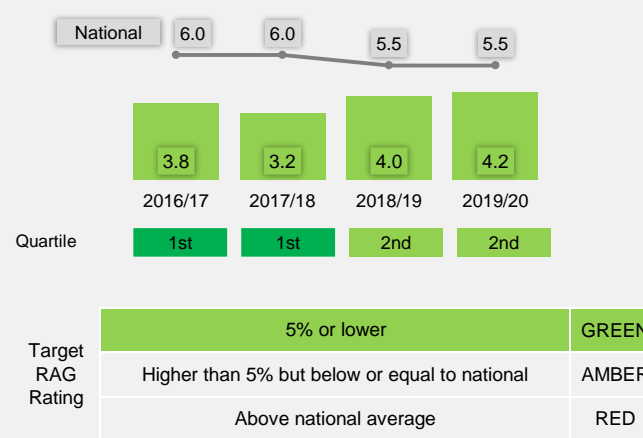
Measured once a year, derived from end of year exams.

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

The next annual update is due at the end of quarter 3 in 2020/21.

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

4.2 ↓



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

6. Young people's happiness

TBC

Quartile

Target RAG Rating	TBC	AMBER
	TBC	AMBER
	TBC	AMBER
	TBC	RED

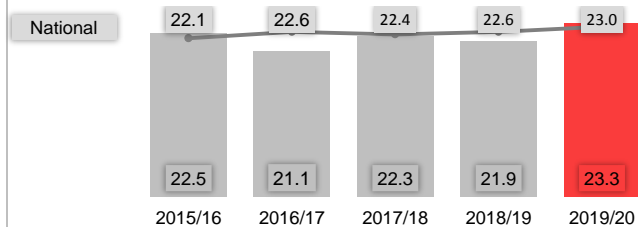
New indicator yet to be established.

Initial discussions have commenced with the lead for Children & Families and Communities and Leisure.

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

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

21.9 ↓



Children measured

2015/16	2,546
2016/17	2,511
2017/18	2,334
2018/19	2,314
2019/20	2,210

Target RAG Rating	Description	Color
GREEN	Lower than national average and rate decreasing	Green
AMBER	Lower than national average and rate increasing Higher than national average and rate decreasing	Amber
RED	Higher than national average and rate increasing	Red

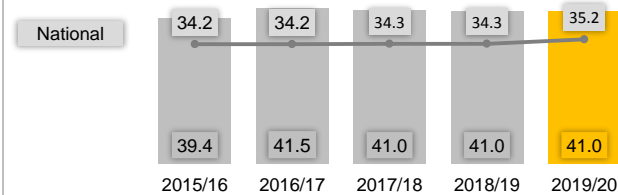
Child weight is measured annually in the Government's National Child Measurement Programme (NCMP). It covers children in Reception (aged 4-5 years) in mainstream state-maintained schools in England.

We have worked closely with schools to launch "The Daily Mile" which is delivered in around 12 primary schools. Over the past 2 years, and now integrated as part of our new "Health and Wellbeing Slough" (HWS) service we have rolled out "Active Movement". This is a behaviour change programme currently delivered in 10 children centres, 7 early year's settings and 24 primary schools. An independent review that we commissioned of the service in 2019 showed positive results on waist circumference, sedentary behaviour, strength and physical activity levels.

As part of our HWS service we offered a 10 week weight management programme called "Let's Get Going". This is offered to around 3-5 primary schools a year and is in the process of relaunching following Covid-19 and schools starting back. We funded the Early Years and the Schools health and wellbeing officers. Their role is to support wider health and wellbeing in Early Years settings and in Schools. We are in the process of establishing a Kitemark with early year settings.

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

41.0 ↔



Children measured

2015/16	1,931
2016/17	2,090
2017/18	2,251
2018/19	2,392
2019/20	2,355

Target RAG Rating	Description	Color
GREEN	Lower than national average and rate decreasing	Green
AMBER	Lower than national average and rate increasing Higher than national average and rate decreasing	Amber
RED	Higher than national average and rate increasing	Red

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

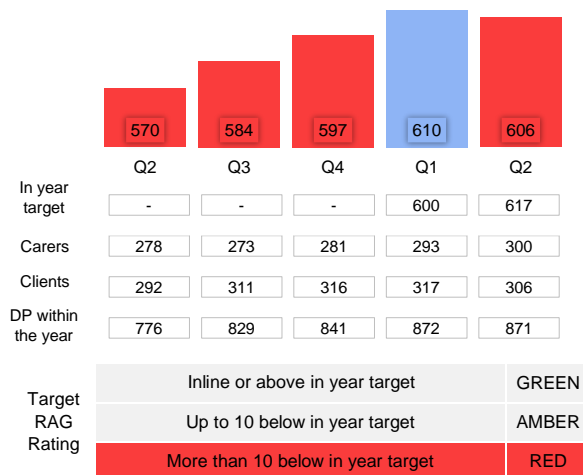
We worked with schools to launch "The Daily Mile" which is delivered in around 12 primary schools. Over the past 2 years, and now integrated as part of our new "Health and Wellbeing Slough" (HWS) service we have rolled out "Active Movement". This is a behaviour change programme currently delivered in 10 children centres, 7 early years settings and 24 primary schools. Over the next 3-5 years it's being expanded into secondary schools and the wider community. An independent review that we commissioned of the service in 2019 showed positive results on waist circumference, sedentary behaviour, strength and physical activity levels.

As part of our HWS service we offer a 10 week weight management programme called "Let's Get Going". This is offered to around 3-5 primary schools a year and is in the process of relaunching following covid and schools starting back. The HWS service is also due to launch a new adolescent (teenager) online app based weight management service, due to launch before Christmas. We fund the Early Years and the Schools health and wellbeing officers. Their role is to support wider health and wellbeing in Early Years settings and in Schools. We are in the process of launching the "Whole School Approach" for health and wellbeing in primary and secondary schools.

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

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

606 ↓



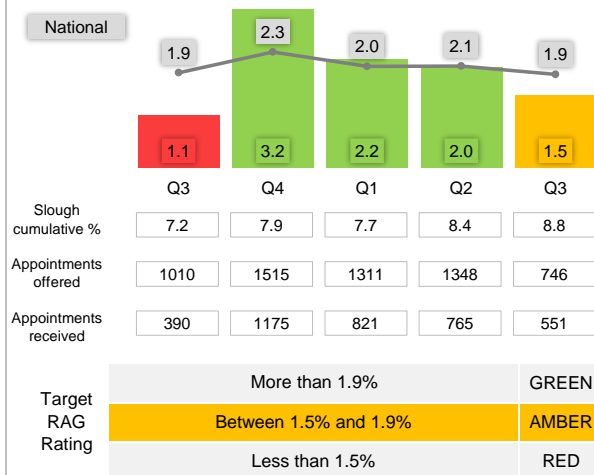
Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

The 'as at' figure for the number of people opting to take a direct payment has dropped by 4 between Q1 20/21 and Q2 20/21 but has increased by 36 from Q2 19/20. The 'as at' figure for Q2 20/21 falls below the target of 317, by 11. However, the overall number of people opting take a direct payment within the year has increased by 95, from 776 in Q2 19/20 to 871 in Q2 20/21, indicating that more people are choosing to take control of the procurement and commissioning of care and support themselves, which is not fully reflected in the 'as at' figure.

Several steps have been taken to make direct payments easier to manage and use, including pre-payment card, managed direct debit payment accounts and bringing the recruitment of Personal Assistants and employment support in-house. A series of training sessions for operational staff have been held, the use of direct payments and Personal Assistants have been promoted in an article in the Slough Citizen and the information pack for service users has been refreshed.

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

1.5 ↓



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

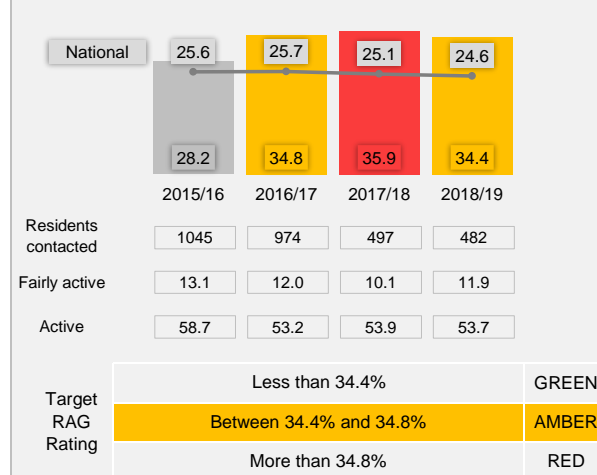
The NHS Health Check appointments received figures for Q1 to Q3 have been revised and are now consistent with the locally monitored data. Q3 shows a general dip in activities due to competing priorities (e.g. flu season and normal winter pressures). Due to Covid-19 the national release of Q4 and Q1 data has been postponed.

With effect from 1 August 2020 restoration of primary care and community health care services including NHS Health Check offers to near-normal resumed. SBC Public Health is accelerating targeted health checks delivery through the Clinical Commissioning Group (CCG). It's a preventative programme which proactively engage those at greatest risk of poor health outcomes, including programmes targeting long-term condition prevention and management.

3. Number of people inactive

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

34.4 ↑



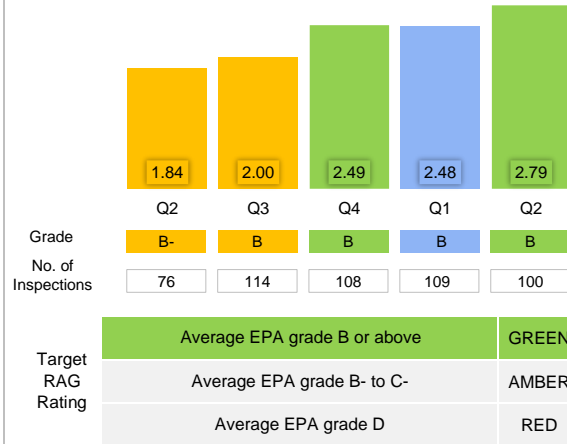
This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England.

The next annual update is due at the end of quarter 4 in 2020/21.

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

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

B (2.79) ↑



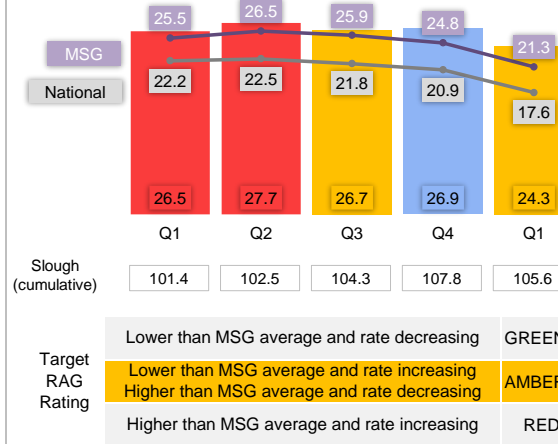
Throughout each quarter, SBC officers conduct inspections of nineteen Gateway sites, awarding a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an Environmental Protection Agency grade for that mean average.

Performance levels have been maintained with a continued focus on supervisors and staff being allocated to prioritise strategic routes and increase the frequency of visits as required. Deployment of the crash cushion vehicle on high speed roads has enabled us to increase the frequency of cleaning on our higher speed roads.

Performance is expected to remain at or above target moving forward.

2. Total crime rates per 1,000 population: (quarterly)

24.3 ↑



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

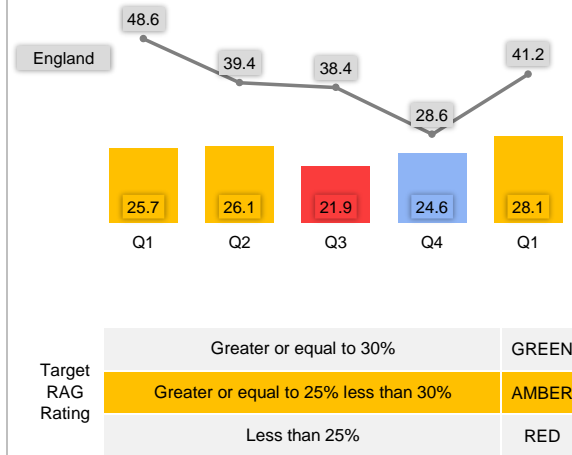
A number of tangible outputs are being realised by the Slough Violence Taskforce, with the support of the Thames Valley Violence Reduction Unit. Most recently a communications sub-group has been set up to communicate to our communities in Slough, the work of the taskforce and multi-agency partners in tackling violence and knife crime. As part of this, we are developing a resource for parents, supporting them to spot the signs of a young person's involvement in exploitation and violence, and how to seek support.

The Choices programme supports young people in understanding the process of making 'good' choices, moving beyond symptoms to tackling causes and equipping young people to better manage a range of issues. At the onset of lockdown, programme coordinators worked quickly to develop and offer participating schools a web-based remote offer for the 6 year element of the programme, to support resilience building in young people transitioning from primary to secondary school, with this widely recognised as a period of significant change, which can increase a young person's vulnerability to exploitation, and unhealthy activities.

The Slough Safer Partnership have continued to fund the specialist Browns Provision, providing intensive practical and emotional support to people who are suffering with multiple disadvantages. A range of positive outcomes for those engaged with the service have been achieved, including abstinence from drug use, tenancy sustainment, and enrolment in college, engagement with an alcohol and substance misuse practitioner and mental health services, all of which support efforts to reduce criminality and demand on emergency response services.

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

28.1 ↑



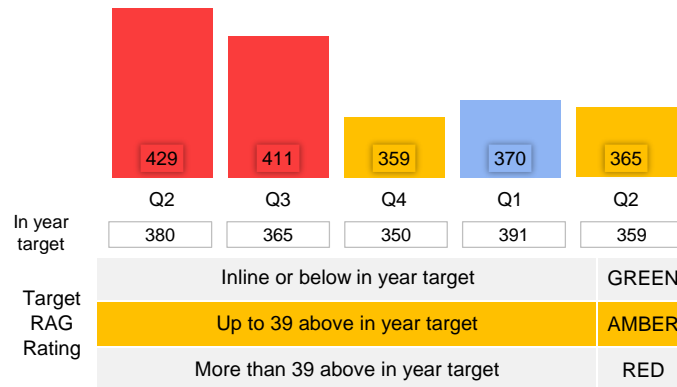
There has been a 3.5% improvement in the overall recycling rate for Q1 at 28.1% and a 2.4% improvement from last year of 25.7%.

It is feasible that with more residents staying/working at home there is greater time to consider recycling.

Outcome 4: Our residents will live in good quality homes

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

365 ↑



Measure is a count of homeless households in temporary accommodation (TA) on final day of each quarter.

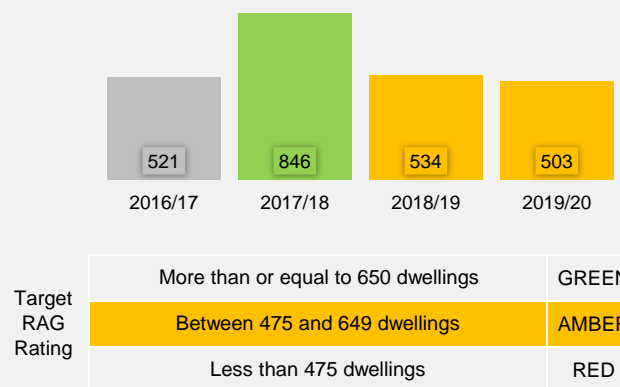
There is a slight reduction in the number of homeless households in temporary accommodation from 370 in Q1 to 365 in Q2. This is a noticeable improvement from Q2 in 2019/20 of 429 households. This demonstrates the success of the housing strategy implemented by the team. The figure reported at end of Q2 is slightly higher than the projected target of 359. This is due to the restrictions on letting properties following Covid-19 crisis and allocations were suspended during that period.

It is important to note that the number of households in TA is dependent on the number of homeless approaches, number of households that are placed under the new Homelessness Reduction Act 'Relief' duty, the time it takes for a homeless decision to be made, the number of cases that are 'Agreed' the full housing duty, the number of challenges to negative homeless decisions and the number of permanent offers of rehousing that are made. In addition, the challenge with social lettings in the private sector had been relatively low at 1.6% below target during August in moving people out of temporary accommodation during Q2.

The team continues working with full ambition to prevent more cases and help households to avoid becoming homeless. Personal housing plans are thorough and are produced alongside households to ensure the challenges to homeless decisions decline.

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

503 ↓

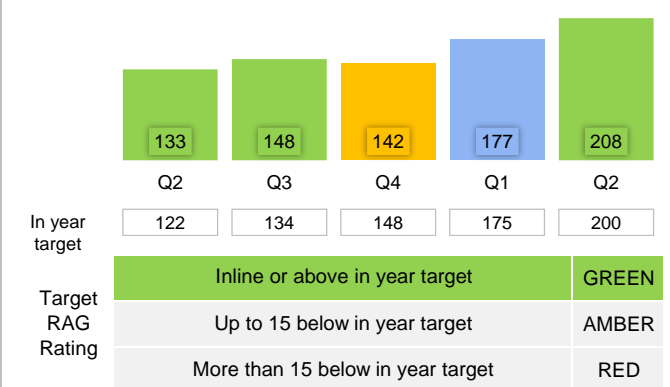


Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

The next annual update is due at the end of quarter 1 in 2021/22.

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

208 ↑



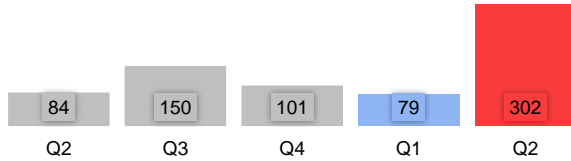
The figure is a snapshot of the situation at the end of the each quarter. Licences expire or are revoked so the figure is always a balance between licences being issued and those being revoked or expiring.

The number of HMO licences shows a steady increase from previous quarter. Over the last quarter, 750 'invitation to apply' letters were sent out to landlords of properties predicted to be licensable. We commenced the financial penalty process in relation to 2 portfolio landlords that have persistently failed to licence their properties. We applied licensing conditions to resolve long standing anti-social behaviour complaint in a licensed property in Langley. We have commenced licensing compliance visits using newly procured mobile inspection app allowing us to identify and begin addressing a number of hazards in licensed properties.

Outcome 4: Our residents will live in good quality homes

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

302 ↓



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

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

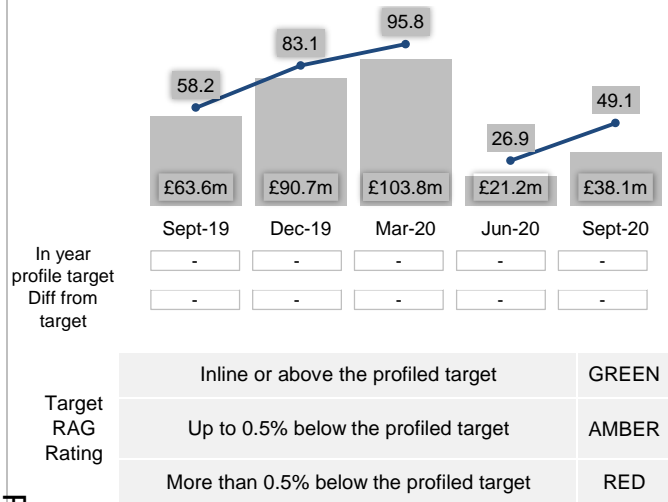
The enforcement team continues to work closely with our external partners such as the Police, the Home Office, waste & environment, street cleansing, along with other contractor's housing associations, private service providers in order to maintain efficiencies and enhance the quality of services within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

During Covid-19 there has been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. Management are working to ensure that officers have access to the office whilst maintaining government safety measures during Covid-19. We should see a reduction in pending cases over the next quarter.

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

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

£38.1m ↓
49.1%



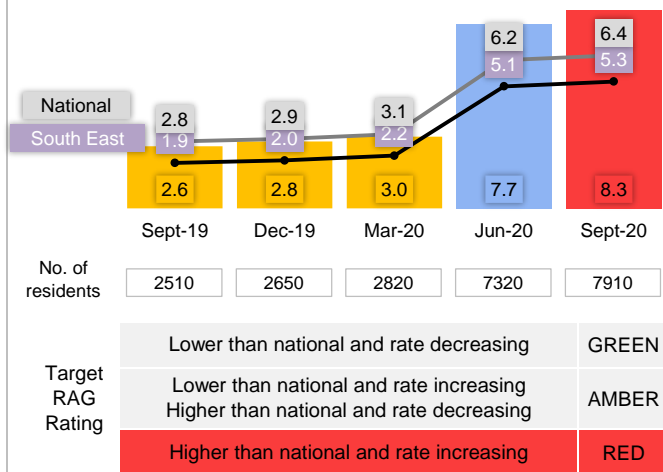
Business rates are collected throughout the year; hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income.

At the end of quarter 2 we achieved a business collection rate of 49.1% of the expected in-year total, collecting £38.1m. The collection rate is 9.1% below the same time last year. The net collectable debit is much lower at this stage in the year due to the large amount of relief's that have been applied due to Covid-19; nearly £31m in relief's given in-year to date. There has been no recovery activity undertaken since March; the service will be issuing statutory reminders in the next couple of weeks.

We do expect that a number of the businesses for whom we have agreed to defer instalments or spread the instalments will not be able to make the payments if the current Covid-19 situation continues and local lockdowns come into being in Slough.

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

8.3 ↓



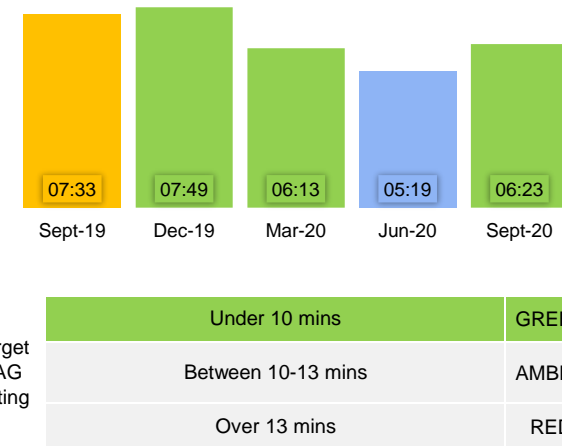
Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for Sept of 8.3% comprises of 7,910 people of which 1,215 aged 16-24 (11.2%) and 1,940 aged 50+ (8.5%). The rate remains above the national and South East of England average and is the 7th highest rate for 16-64 out of the 63 largest cities and towns.

Since end of March, 5,090 more people in Slough are claiming benefits due to unemployment which includes 820 more young people (16-24) and 1,230 more older people (50+). At the end of September, 9,300 claims from the Job Retention Scheme ('on furlough'), 7,100 claims totalling £15.9m for Self-Employment Income Support Scheme (SEISS) and £18.1m paid out in small business grants.

The achievement of around £2m government capital funding for The Future Skills Hub and Innovation Hub will be a way that can support unemployed people back into employment. Partners including Job Centre Plus, college, further education and employers will co-locate, align services and deliver so that people can get back into employment. A focus on construction jobs and health and social care is taking place as key sectors that have seen jobs growth. The Berkshire jobs portal is also advertising local job opportunities in one place for people to access and apply.

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

6m 23s ↓



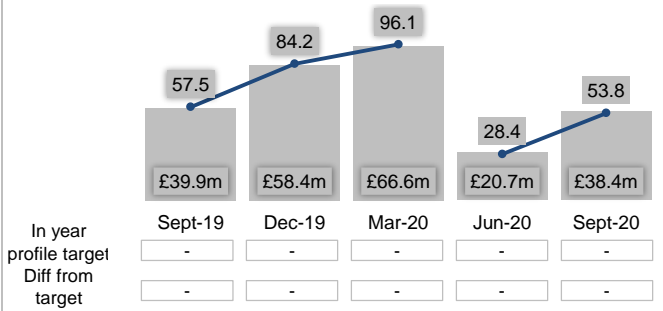
The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Sept-20 was 6 minutes 23 seconds. This is an improvement from this time last year of 7 minutes 33 seconds.

Corporate Health Indicators

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

£38.4m
53.8% ↓



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

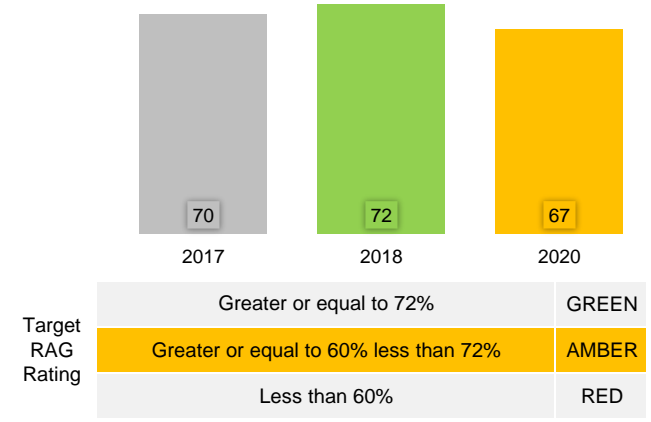
Council tax is collected throughout the year, hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for council tax in year collection rates.

At the end of quarter 2 we achieved a council tax collection rate of 53.8% of the expected in-year total, collecting £38.4m. The collection rate is 3.7% below the same time last year.

As with business rates there has been no statutory recovery in Q1 & Q2 due to the courts closing in March. Soft reminders have been to customers who had not paid an instalment this year, were not in receipt of council support and had not been in contact with us. The service is preparing to recommence recovery activity in Q3 when the courts are expected to open.

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

67% ↓

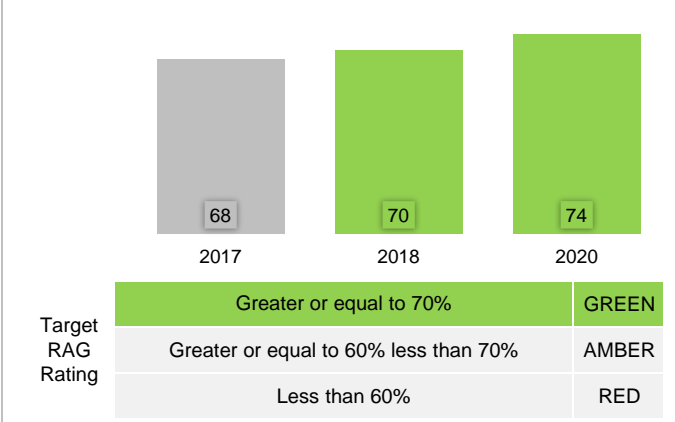


Based on the 2020 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

This years results are based on a response rate of 40% which is lower than the rate in 2018 of 47%. Staff survey results and comments will be published on insite as an evidence base for action. Service specific issues - e.g. comments about IT, HR policies, or relating to a particular directorate/service area - will be fed back to relevant teams to inform actions.

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

74% ↑



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

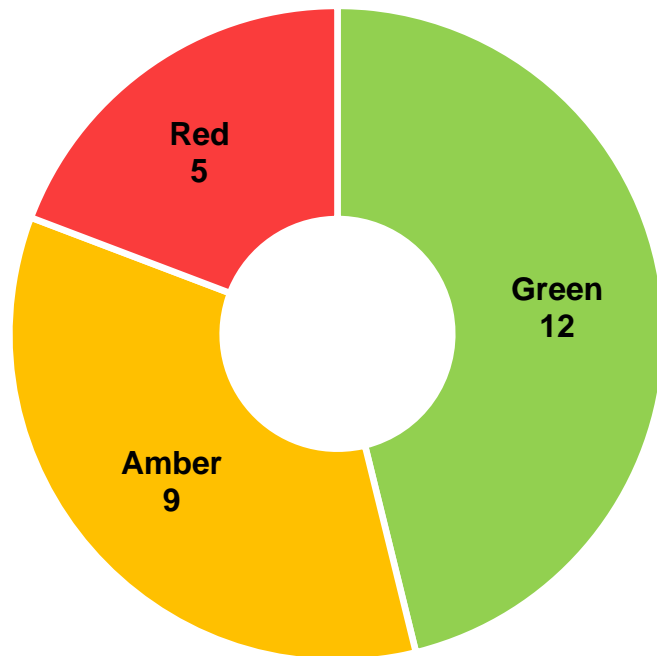
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Project Portfolio

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

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

Project Portfolio: Overall Status



At the end of Quarter 2 there were 26 live projects on the portfolio, graded as follows:

	Gold	Silver	Bronze	Total
Qtr-1	10	7	9	26
Qtr-2	10	7	9	26

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

Across all projects on the portfolio, 46% were rated overall as **Green** (12 projects), 35% were rated overall as **Amber** (9 projects) and 19% were rated overall as **Red** (5 projects).

None of the projects closed this quarter

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

- Cemetery Extension
- Future Delivery of Children's Services
- Fleet Challenge
- RE:FIT
- Capita One Hosting - Education Module

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

Further details on the status of Gold projects (the most important ones) at end of Quarter 1 are set out below.

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

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Grove Academy	Amber ↑	Green ↔	Amber ↑	Amber ↑	Project is currently 12 weeks behind programme due to weather issues and more recently the COVID-19 outbreak. Grove Academy is due to complete for handover in November 2020, although pupils will need to remain on their temporary site until the end of the year. Two other temporary sites (Arbour Park and Slough Hockey Club) have been hired to support Grove Academy until December. The Council Access Point (CAP) will also be complete and ready for handover in November 2020.
Slough Urban Renewal	Amber ↔	Green ↔	Amber ↔	Amber ↔	Projects are being monitored and project trackers updated weekly. The Stoke Wharf Draft Indicative Site Development Plan (DISDP) was approved by Cabinet in September. The planning application for the Montem Lane development has been submitted.
Major Highways Schemes	Amber ↔	Green ↔	Amber ↔	Amber ↔	Schemes are being progressed at London Road and Foxborough. A business case is being prepared for the Langley Interchange North & South Footbridge. The High Street, Langley scheme will be in three phases, five public consultation sessions have taken place.
Central Hotels Project	Green ↑	Green ↔	Amber ↔	Green ↑	The façade is almost entirely complete with access to the North, East and West façades struck and cladding complete in those areas. At 9th floor level, the Moxy illuminated sign has also been installed. At the roof level, the roofing works are complete. The ground and 9th floor fit out works are now in full swing.
Cemetery Extension	Red ↓	Green ↔	Red ↓	Red ↓	The continuing COVID19 situation may cause further delay and there will be increased demand from excess deaths upon grave spaces.
Future Delivery of Children's Services	Red ↔	Red ↓	Red ↓	Red ↓	Project status change from Amber to Red. Options paper sent to the DfE commissioner outlining the plans for mitigations of risks. Interdependencies between the SCST Transition project and the wider council transformation programme discussed, and a plan of action started to achieve the necessary alignment.

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Regional adoption agency	Red ↓	Amber ↓	Red ↓	Red ↓	Due to the ongoing Coronavirus crisis and staffing issues, it has been proposed that the transfer of adoption services and TUPE of staff should now take place at the end of January 2021.
Clean, Safe, Vibrant	Green ↔	Green ↔	Green ↑	Green ↔	Works approved for the low wall at The Curve Plaza – will be replaced with planters. Bid submitted to the Arts Council under the national government resilience support scheme.
North West Quadrant	Green ↑	Green ↑	Green ↔	Green ↑	Commercial and Residential agents appointed. Residential Architects for 1st and 2nd phase appointed.
Building Compliance	Green ↔	Green ↔	Green ↔	Green ↔	Project on track. Building Compliance Group meetings now in place for the rest of the 2020.

Background Papers:

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

Key achievements this quarter:

Central Hotels Project

Project is progressing including internal works to bedrooms, corridors and kitchens. The Moxy illuminated sign has been installed.

Census 2021

Council has advertised the Community Advisor roles for the Office for National Statistics.

Haybrook School

Architects have now been appointed and a planning application has been submitted.

Key issues to be aware of:

Cemetery Extension

Continuing COVID19 situation may cause further delay and risk that there will be an increased demand from excess deaths upon grave spaces.

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Grove Academy

Project is currently 12 weeks behind programme due to weather issues and more recently the COVID-19 outbreak. It is due to complete for handover in November 2020.

Future Delivery of Children's service

Project status changed from Amber to Red. Further discussions to take place with the DfE and SBC.

Performance Indicator Key

Direction of travel

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

↑	↔	↓
Performance improved	Performance remained the same	Performance declined

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

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

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Performance against target

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

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

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

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

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

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

Glossary

Outcome 1

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

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

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

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

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

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

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

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

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

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

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

6. Young people's happiness

New indicator added which is to be established.

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

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

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

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

Outcome 2

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

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

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

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

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

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

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

Outcome 3

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

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

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

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

It is calculated as: $((T + (T_b/2))/T_s)*100$ where:

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

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

T_s = total number of sites surveyed for each element

Grades are:

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

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

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

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

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

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

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

Outcome 4

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

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

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

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

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

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

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

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

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

Outcome 5

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

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

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

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

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

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

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

Corporate Health

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

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

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

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

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

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

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Slough Borough Council

Appendix B:


Manifesto Commitments 2020/21

2020/21 – Quarter 2

(July to September 2020)

Strategy and Performance




	Manifesto Pledge	Date for delivery	Actions taken	RAG
1	We will deliver a new public transport vision for Slough, including a public transport corridor for the town centre and a new pedestrian bridge link to connect communities north of the railway with the High Street area	Feb 2019 December 2020	<p>Stage 1 of the transport vision has been completed and approved by Cabinet.</p> <p>Stage 2 has been commissioned and is now supporting the Regen Framework objectives. Strategic Transport Infrastructure Plan to be taken to Committee in November and to Cabinet in December/January</p> <p>Stage 2 will look at the detail, where the corridors will start and end together with the impacts and mitigation requirements. This task has been delayed due to changes from Bucks CC meeting scheduled for Feb with the DfT. No change due to WRLtH being delayed due to funding.</p>	GREEN ↑
2	We will complete construction of phase 2 of the Mass Rapid Transit Bus Scheme (MRT), connecting the town centre to Heathrow, and develop a 'Park and Ride' solution near Junction 5 of the M4	Summer 2020 start Start 2021	<p>Detailed design is continuing but work has started on site for the MRT extension during Q3.</p> <p>Park and Ride: Land acquisition progressing with land owner and discussions with Highways England continuing. Likely to involve CPO of land. CPO has been passed to agent to negotiate. Planning application for the P&R due late December/January.</p>	AMBER ↔
3	We will work with operators to keep bus fares low, and prioritise 'end to end routes', with additional green vehicles and bus lane enforcement	Aug 2019 May 2019 Jun 2019	<p>Manifesto Pledge has been met.</p> <p>In discussions with Reading Bus to deliver a free electric bus pilot for the Colnbrook area and Langley area. Pilot started on 4th November 2019.</p> <p>Free pilot for MRT users completed and usage supplied to Leaders office. Bus Lane enforcement is underway.</p>	✓

4	We will upgrade the council's fleet to electric/hybrid vehicles to reduce air pollution	Between Q2-Q4 2019/20	<p>Tenders back for supported service 4 and 6 includes minimum standard of EuroVI. This has been completed and is now running.</p> <p>Electric and Gas powered buses with Heathrow on routes 7 and 703.</p> <p>Tendered bus services for route 4 and 6 now using a minimum standard of Euro VI.</p> <p>Q2 2020</p> <p>Electric cars to be tendered in Q2. Delayed due to staff WfH as a result of Covid. Decision is now to proceed with purchase in Q3 linked to the Recovery Plan002E</p>	GREEN ↔
5	We will open 4 new bike docking racks - in Langley, Colnbrook, Manor Park and Cippenham - and purchase 20 new bikes	Q3 2019/20 Q3 2020	<p>Covid-19 has led to some work being stopped. Staff have been working on the borough's Covid-19 response .</p> <p>Locations currently being looked . Initiating a conversation with Heathrow staff with a view to expand the site. This ties in with the colnbrooke expansion. Additional funds to improve the cycle route through Colnbrook has been made and will link to this work.</p> <p>Manor Park does not demonstrate a demand for expansion, but can improve connectivity. Further analysis required. Similarly for Cippenham.</p> <p>Officers will be firming up positions before the stations go in.</p> <p>Delays to implementation due to product availability and Covid-19 delays.</p>	GREEN ↔
6	We will spend £2 million on improving highways and pavements and ensure Slough remains recognised as a national leader in repairing potholes	Ongoing	<p>Manifesto Pledge has been met</p> <p>Potholes, defects picked up daily via inspections and complaints, works orders raised.</p> <p>Resurfacing scheme completed, currently working on the reserve list to be delivered by end of March 2020.</p>	

	Manifesto Pledge	Date for delivery	Actions taken	RAG
7	We will open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards	Aug / Sep 2019	Manifesto Pledge has been met Tender awarded to the Great Outdoor Gym Company. All gyms now installed and open/in use.	✓
8	We will work with partners to expand our popular free 'community work outs' to more locations across Slough	Ongoing throughout 2019/20	Manifesto Pledge has been met This is still an offer and more instructors are being trained to facilitate sessions, through the Great Outdoor Gym Company, Everyone Active and community activators.	✓
9	We will identify and replace all public trees lost as a result of last summer's drought and promote wildlife-friendly planting schemes to offer habitats for butterflies, birds and bees	Ongoing First tranche Oct-19 to Mar-20	Manifesto Pledge has been met Tree audit complete and details fed into the Urban Tree Challenge bid. Awaiting the outcome of the bid, this should be confirmed in early October. Funding for tree replacements outside of the Urban Tree Challenge initiative has been confirmed and new planting before end of March 2020.	✓
10	We will begin work on a major environmental urban wetland project in Salt Hill Park	Mar 2020	Manifesto Pledge has been met Salt Hill stream works. Planning consent gained and contract for works awarded. Works planned to commence on 7th October, and to be completed by March 2020. Official Open Day 12 th March 2020	✓
11	We will open a new allotment at Moray Drive, continue to improve our existing allotments and support 'community growing' projects	Sep 2019	Manifesto Pledge has been met Allotment complete and plots ready to let. Capital Improvement works to allotments completed.	✓

12	We will Introduce more regular intensive cleaning of the town centre and hotspot areas, and develop a reporting app for residents to report fly-tipping incidents	Nov 2019	<p>Manifesto Pledge has been met</p> <p>Our planned litter picking and sweeping of the High Street continues to deliver a sound core service between 06:00 and 19:00. This resource calls on response teams to deal with out of the ordinary issues.</p> <p>A cloud based App has been developed to report fly-tipping, street cleaning standards and grounds maintenance issues. It will be launched on our new website.</p>	✓
13	We will do more to make our neighbourhoods strong, healthy and attractive with 3 initial projects in Foxborough, Chalvey and Langley Kedermister	Ongoing	The Chalvey Strong, Healthy and Attractive Neighbourhood plan is currently being drafted and will be circulated to all partners for comment at the beginning of June 2020 with a view of having a final version of the plan by end of June 2020	GREEN ↔

	Manifesto Pledge	Date for delivery	Actions taken	RAG
14	We will start the construction of 120 council and affordable homes, plan the development of over 250 more, and launch a key worker housing scheme	Mar 2020	<p>Manifesto Pledge has been met</p> <p>On 12 development sites, there has been a handover of expected 20 new builds, but the Covid virus has delayed the development programme of a further 50 nearing completion. The award for phased demolition of Tower & Ashborne is in place. We acquired land at Langley college for the development of 100 new homes and procurement are actively supporting the tender process for construction vision of 263 homes.</p>	✓
15	We will invest £8 million to provide additional decent, affordable rented homes in Slough	Mar 2020	<p>Manifesto Pledge has been met</p> <p>We have delivered £8m investment for 2019/20 through programs for the improvement of health & safety compliance related works such as electrical systems and fire prevention that have accounted for 4468 differing actions to the end of march.</p>	✓

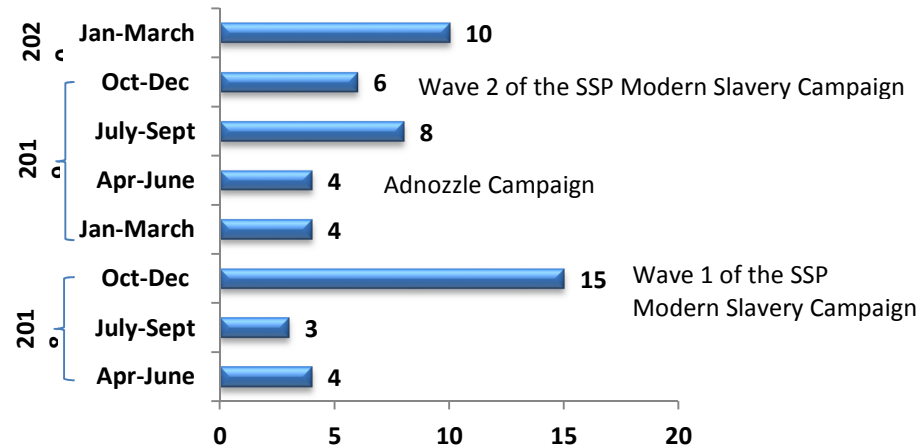
16	We will bring forward proposals for a co-operative/tenant-led housing initiative to offer more choice and accountability for those in need of affordable rented housing	Jan 2020	<p>Manifesto Pledge has been met</p> <p>The creation of a community led society via the DISH is with solicitors and progressing to registration which as a holding company is in place. We have taken a further step forward in the creation of DISH as a registered provider for profit and separately for not for profit as we have approached the regulatory body with a case for registration. We are advised by homes England process requirements is to create an interim a shadow board, which is being formed and led by the service lead for housing development & contracts.</p>	
17	We will do more preventative work to tackle street homelessness, investing £250,000 in local homelessness initiatives	Mar 2020	<p>The Rough Sleeper Outreach Team have been working steadily to improve the outcomes for rough sleepers. This year the official rough sleepers' count was 25, down on last year's figure of 27. This doesn't tell the whole picture. During the year, the number of rough sleepers on the streets fluctuated and they are never the same. At the end of the year, 46 rough sleepers were housed and Covid kicked in right at the end, which saw 78 rough sleepers accommodated temporarily.</p>	
18	We will invest £4 million in repairs, modernisation, structural and environmental improvements to tenants' estates and homes, and pilot a new app that allows council tenants to see their repairs and account information in real time	Mar 2020	<p>Manifesto Pledge has been met</p> <p>The piloting of the new repairs app is ongoing. The take up is under review as Osborne seek to introduce a new operating system, and there has been significant dialogue as focus on achieving fundamental customer care service.</p> <p>The environmental program is ongoing, and garages sites are either upgraded for modern parking or decommissioned for development. These are in progress and investment of £1m has been achieved and further progress is underway.</p> <p>The de-designated sites have had all asbestos surveys and removals with 5000 tasks complete. The low rise blocks have also been surveyed and tasks undertaken on the 491 sites. The sprinklers have been fitted in both high rise blocks and Broom & Poplar.</p>	

19	We will help establish and facilitate a private tenants' association to give private renters a voice	First meeting October 2019 Ongoing	The first meeting took place on Tuesday 29 October 2019 at St Martin's Place. It was not well attended but we had presentations about general private sector conditions; a presentation about standards and what to expect from your landlord; a presentation from Shelter and on about retaining your tenancy. Unfortunately, the next meeting was planned for March 2020 but due to Covid-19 and social distancing, this meeting did not take place. Covid-19 has prevented further meetings taking place. Plans to have a virtual meeting are being considered.	GREEN ↔
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	Manifesto Pledge	Date for delivery	Actions taken	RAG
20	We will work with dentists and health partners to improve local children's oral health	Ongoing	<p>There is ongoing partnership working between the Early Years and Prevention Service and the Oxfordshire Oral Health Improvement Team. All 10 children's centres have the Gold accreditation for Slough Healthy Smiles. There are no new accreditations, but settings are being supported to achieve an accreditation, and those with silver accreditation are being encouraged to 'Go for Gold'. During the recovery phase from the pandemic, settings that have the gold accreditation are being encouraged to re-instate daily supervised tooth brushing in line with the dry tooth brushing model, as recommended in the covid-19 guidance produced by Public Health England. Slough's network of children's centres is leading the way in this practice.</p> <p>The Starting Well dental service is currently suspended due to the impact of Covid-19 as dental practices are not carrying out any routine appointments in place of emergency only appointments. Any new registrations will be added to a waiting list at this time. The Early Years Health Improvement Officer and the oral health team are working together to promote the importance of the maintenance of good oral health, and monthly campaigns are continuing with publications distributed to all settings that have received the Slough Healthy Smiles accreditation. The materials can be displayed and promoted to families using any social media platform as appropriate; to help spread the messages as widely as possible.</p> <p>Online information sessions have been created with the emphasis on cutting down the consumption of sugary foods and drinks, healthy eating and portion control, not only to help maintain oral health, but also to prevent excess weight gain. A training session is available for staff and children in a range of settings. On completion of an evaluation following the session, all children are awarded a toothbrush and toothpaste pack to take home. The oral health team are keen for as many early years' settings and Primary schools to access these sessions. They are available for families to access at home with their children.</p>	GREEN ↔

21	We will become a disability-friendly town and improve mental health support services, to support more people and help them into sustainable employment	Ongoing	<p>We will continue to develop co-produced asset based approaches and contribute to building more community resilience, which supports better mental and physical health. This will be further developed through the Recovery College network and in partnership with colleagues from SPACE consortium and the Well-Being social prescribing service. The approach will focus on the success of the Independent Placement Support (IPS) service which proactively supports people in finding employment. The co-produced approach will include a bespoke Mental Health website platform that will be informative about many elements of health promotion and how to get involved across the town.</p> <p>Co-produced asset-based development has gone from strength to strength, and received deserved accolades by Slough peer mentors being nationally recognised. Peer mentors have co-created and co-produced preventative approaches across town, including a development of training courses, five peer mentors action-researchers working across town and council, 11 participating in research by Oxford University and 18 presenting at conferences.</p> <p>We have also been successful at increasing employment opportunities both within our services and externally by linking up with employers.</p> <p>In addition, an outstanding website capturing our asset-based approach www.EnablingTownSlough.com was co-produced and successfully launched at a conference in March to an audience at The Curve. All who were involved in the development and design of this unique website felt empowered by this project.</p>	<p>GREEN ↔</p>
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received. Whilst we have not seen the same level of increase as was witnessed for wave 1 of the modern slavery campaign, calls to the modern slavery helpline remain higher than they were prior to campaign work beginning in Oct 2018.



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

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

government lockdown restrictions.

The pandemic has provided a timely reminder of the skills young people need in this unpredictable and rapidly-changing world, such as informed decision-making, creative problem solving, and, adaptability. All of these skills are core components in the delivery of the Choices Programme, but under present circumstances, to ensure the development of these skills remains a priority for all young people, resilience must be built into our educational systems. This must be done in a way that guarantees broad access for all to avoid a situation where the digital divide becomes more extreme.

Current focus is centred around the development of a remote learning module and framework, which would support the choices programme being delivered virtually within the home environment. Delivery will focus initially on Year 6 owing to the transition to secondary school having been identified as a pivotal point within a young person's development. Remote delivery within the home environment would also better enable parents to engage with their children in topics explored within the programme, allowing learning to continue beyond the classroom environment.

25	We will tackle inequalities locally and work to improve health, life chances and opportunities for all our residents	Ongoing	<p>Slough Inclusive Growth Strategy 2020-2025 helps to outline how we can support communities into employment and training. It is been adopted by the Cabinet and work is underway to tackle the 6 priorities outlined in the strategy. Findings have been published online - Slough Health Beliefs have been used to inform Public Health programmes such as our Healthy Child booklet for Children's Centres.</p> <p>Slough Tobacco Control Network is being developed with a Slough Local Government Declaration on Tobacco Control approved by the Wellbeing Board in July.</p> <p>#GetFitforCOVID campaign has been launched which seeks to tackle inactivity, obesity and smoking. It also links to the Active Slough campaign and locality/neighbourhood work such as Chalvey Can.</p> <p>The community champions for COVID campaign was launched in September 2020, whereby members of the community can sign up to received updates, information and training regarding COVID 19 to disseminate into their social and media circles. Over 400 have signed up thus far. This part of the wider multi-partner COVID BAME pilot project which continues with 5 work streams seeking to reduce inequalities in COVID for our BAME community.</p> <p>NHS health checks recommenced in August.</p> <p>Other programmes which address health and inequality include implementation of Solihull Parenting programme and production of a Healthy Ageing booklet.</p> <p>Slough Flu Plan has been developed with emphasis on delivering flu vaccinations to all eligible members of the population, especially those from communities with less up take.</p> <p>'Health & Wellbeing Slough' which covers our key prevention programmes, including stop smoking, weight management, falls prevention, NHS health checks, behaviour change, brief alcohol interventions and oral health, continues to provide services online and by telephone.</p>	<p>GREEN ↔</p>
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	Manifesto Pledge	Date for delivery	Actions taken	RAG
26	We will invest £3 million and bring our IT service in-house; to ensure better outcomes in our customer services, more resident-friendly communication channels and faster response times for service requests	IT Insourcing due 31 Oct 2019 Investment Projects – to be decided in conjunction with Transformation - ongoing	<p>Arvato contract exit has now concluded and services have transferred successfully with the focus on stabilising services and understanding current operational practices.</p> <p>To support the transfer a number of contingencies have been put in place to support customer services provision:</p> <ul style="list-style-type: none"> • A new call centre telephony solution has been successfully implemented to provide more resilient call back functionality and improved reporting - in place and fully operational. • An extension to the current CRM solution has been commissioned to ensure continuity of service - in place and fully operational. • Data mapping and development work is ongoing as per business need but have multiple reports that have helped provide insight to service development relating: <ul style="list-style-type: none"> • LMP Decant, • Web site traffic, • UC claimants in Slough, • Top Debtors in Slough – currently being updated to include more services : ASC / Parking • Event management - and bonfire ticket sales • Hubs and ward profiles • Census Data support • Service request insight made through Customer Services • A business case for a customer insight tool that helps to identify households at risk of financial crisis, which will assist our work in moving from reacting to customers queries to working on the root causes of why people need to contact the council has been agreed through the governance boards and is now pending an IT Technical review. • IT has been fitted to all occupied floors in the new council HQ at 25 Windsor Road. 	GREEN ↔

- A new corporate mobile telephony solution has been rolled out in conjunction with a remote working programme.
- A comprehensive IT health check has been undertaken on returning infrastructure to identify priority risk and investments required. Penetration testing has been undertaken to identify vulnerabilities. Remedial plans being developed.
- A new digital platform solution (Jadu) has been procured, and workshops were held with all business areas regarding preparing processes for new website. Methods selected as integration partner and work ongoing on building first 50 processes for website.
- Office 365 roll out plan under development.
- Members kit refresh and O365 rollout being finalised
- New landline telephony platform go live scheduled for December
- Large volume of remote working kit (laptops, mobile phones, remote access tokens) was rolled out in response to Covid-19 lockdown, and continues to be rolled out.
- Bluejeans video conferencing has been enabled for remote collaborative working.
- Work now is commissioned to investigate an appointment system for the local access points - to manage demand and support the wider transformation principles of self service resulting from the decision to introduce a localities offer to the residents.
- Blue Badge payments are now available for payment on line through Civica - this in turn will help manage the demand into the local access points as well as improve access channels to make payments and support the councils ambition to move to Cashless.

			<ul style="list-style-type: none"> Licensing payments have now been enabled for payment online via Civica – all in preparedness to move to the locality model as well as improve access / manage demand and to support the Cashless project. <p>Business case developed relating to Pay point to arrange payments for LWP - Contract being reviewed with corporate finance to confirm contract matters.</p>	
27	We will launch a £15 million 'Community Hubs Strategy', starting the construction of brand new community hubs in Chalvey and central Langley and planning new hubs in Cippenham and Wexham	New Chalvey School and hub January 2021	<p>Localities Strategy Workstream established to lead on the Transformation agenda for locality working and delivery. First workshop has happened with attendance from Subject Matter Experts and SLT colleagues from across the council as well as PMO and GateOne representatives.</p> <p>Work has continued on site to build the new Chalvey School and hub but the construction programme has been affected by COVID-19 and the opening is now expected to be delayed until January 2021.</p>	GREEN ↔
28	We will involve residents in shaping 'meanwhile' improvements and in the longer-term redevelopment plans for the town centre	Ongoing	<p>Continue to promote consultation events set out by Developers. Most recent is Slough Central by British Land.</p> <p>Working with HOME Slough to support events and activities as part of the Meanwhile offer by British Land.</p> <p>Established the Slough Town Association of Residents (STAR) group to help inform, shape and engage with us on Clean Safe Vibrant TC Programme as well as the Town Centre Vision.</p> <p>Working with the STAR group and stakeholders on the SloughNow concept to gauge their interest and explore what they would like to see in their Town Centre.</p>	GREEN ↔
29	We will add further discounts to our new Residents' Privilege Scheme, the 'Slough app'	Ongoing	<p>Manifesto Pledge has been met</p> <p>Explore Slough App went live on 24 June 2019. Working with businesses to ensure we keep offers live and plentiful.</p>	✓

30	We will actively promote a fully inclusive registrar's service with increased marketing and promotion for LGBT+ weddings and celebrant services	Ongoing September 2019 December 2019	<p>Manifesto Pledge has been met</p> <p>We have seen a significant increase in LGBT+ ceremonies this year. The trend continues upwards since last reporting in this respect. We have done 11 LGBT ceremonies this calendar year, 8 this financial year (civil Partnerships and Weddings).</p> <p>We make sure that anyone marrying or celebrating their civil partnership have a welcoming and special experience. We are very inclusive and celebrate all our citizens using our noteworthy services, we include LGBT weddings and celebratory services photos on our Facebook page.</p> <p>Preparation for marketing campaign to focus on 2020 session and incorporate new venues. Work on marketing to commence once newly appointed Group Manager arrives in November 2019. The new Group Manager joined the service in November 2019 and is looking at business and marketing strategies across her service areas including licensing new venues, civil and partnership ceremonies etc).</p>	
31	We will bring forward plans for a new arts, entertainment and cultural offer at the former Adelphi Cinema site, while protecting the building's heritage	Ongoing	A discussion has been held between Service Leads to ensure that work progresses subject to finance availability. It is estimated that a feasibility for the site will begin in early 2021.	<p>GREEN</p> 

	Manifesto Pledge	Date for delivery	Actions taken	RAG
32	We will continue regenerating our town; bringing forward detailed plans for the Montem Leisure Centre site, the Canal Basin and the former Thames Valley University site	Ongoing	<p>Work is progressing on all schemes with a major focus being the emerging town centre framework masterplan. This is due to be presented to Cabinet in September 2020.</p> <p>SBC and SUR signed an option agreement in November 2019. The following steps will include refining the masterplan for the site to determine the appropriate levels of housing, employment and community uses in Q1 2020 with the aim of submitting a planning application in November 2020.</p>	GREEN ↔
33	We will begin work on two new hotels with ground floor branded restaurants, affordable shared ownership homes and an attractive public realm, on the former Slough Library site	Ongoing	Construction has begun on site and works are scheduled for completion by spring 2021.	GREEN ↔
34	We will help the owners of the High Street shopping centres to deliver their ambitious plans for the northern side of Slough High Street, and work with partners to shape a regeneration plan for the former Horlicks factory	Ongoing	<p>Ongoing discussions with British Land on the masterplan for the site. Their Slough Central public consultation launched May 2020.</p> <p>Horlicks Planning Application approved.</p> <p>S106 agreement signed.</p> <p>Horlicks Factory redevelopment work has begun.</p>	GREEN ↔
35	We will redevelop the former Alpha Street car park site to provide new affordable homes	December 2020	<p>Manifesto Pledge has been met</p> <p>The site has been developed by Slough Urban Renewal to provide new homes. Construction onsite commenced in December 2019 with a view to handover in December 2020. James Elliman Homes are intended to acquire for use for social housing.</p>	✓

36	We will bring forward plans for a 'meanwhile' improved food and beverage offer for the town centre while major regeneration takes place	Ongoing	<p>Exploring opportunity to work with ARUP on a holistic Town Centre Meanwhile Strategy, which would propose relevant meanwhile activities on appropriate sites with the most viable operators. This strategy would inform all developers in the Town Centre in their own meanwhile planning for their individual site.</p> <p>Exploring options for a Social Enterprise Quarter, Food & Beverage and Cultural meanwhile uses in the shopping centre which encourages local groups to occupy empty units and influence the increase of footfall in the area.</p> <p>Meanwhile use discussions with partners are picking up pace with a number of opportunity sites being reviewed for meanwhile uses in the town centre.</p>	<p>AMBER ↔</p>
37	We will significantly improve the public forecourt to the north side of Slough station and deliver improved paths and walking routes in and around the town centre	March 2021	<p>Public Realm design underway and negotiations with Net Rail and GWR to construct the forecourt are ongoing. Changes to DfT accessibility guidance at rail stations has resulted in a delay due to more disabled bays being required.</p> <p>Paths to connect the Town Centre and rail station are being secured through the planning process with the SUR Stoke Wharf scheme plus a new footbridge across the canal. Cabinet approval now secured (September Cabinet) designs proceeding. CRT currently not supporting the proposal so this has been escalated to board level.</p> <p>Designs and location are near completion and now awaiting discussion with the SUR. Planning App still awaited.</p>	<p>AMBER ↓</p>

	Manifesto Pledge	Date for delivery	Actions taken	RAG
38	We will improve the learning environment for local children, investing £12 million in expanding our secondary schools and £14 million in Special Educational Needs and Disability provision	2021-2022	<p>£12.4m spent 2019-20 on providing a site for Grove Academy and an expansion of places at Langley Grammar School.</p> <p>£3.31m spent in 2019-20 providing new SEND Resource Unit at Marish Primary Academy.</p> <p>£610K spent in Q1 2020-21 to fund construction of the new SEND Resource Unit for Grove Academy.</p> <p>£328K spent in 2019-20 on providing refurbished buildings for Haybrook College and Littledown School and improving access at Arbour Vale.</p>	GREEN ↔
39	We will facilitate a brand new through-school with community sports provision in Chalvey	End of 2020	<p>In Q1 2019, Slough completed the acquisition of 2 shop/residential sites on Chalvey High Street and disposed of them to the DfE to create the playing fields for the new school.</p> <p>Covid-19 has caused some delays with the construction programme. Pupils will move into the new school building over the Christmas break.</p> <p>Refurbishment of the Orchard Community Centre is complete.</p> <p>Chalvey Community Centre users and Chalvey Nursery are currently using temporary accommodation. Construction of the new school and Chalvey Hub are progressing well on site and will be complete by 2020 for fit out.</p>	GREEN ↔
40	We will provide all our looked-after children with leisure passes and council tax exemptions until the of age 25	Ongoing	<p>Manifesto Pledge has been met</p> <p>Offer has been designed and approved. Implementation of offer is now being undertaken.</p>	✓

available in Slough.

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

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

challenges around cardiovascular health, obesity, diabetes and other preventable diseases. These medical conditions make people more sensitive to air pollution.

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

- The Low Emission Strategy will promote the acceleration of ultra low emission vehicles, electric vehicle infrastructure, and sustainable travel as well as undertaking a feasibility assessment, if necessary, for implementing a Clean Air Zone/s within Slough to reduce air pollution which will improve the attractiveness of Slough.

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

- The LES will promote investment in the green economy which will benefit local businesses and present investment opportunities for the council such as Electric Vehicle Charging Stations. It also encourages modal shift to sustainable forms of transport, reducing congestion and emissions.

4 Other Implications

Financial

- 4.1 This report is an update report on the Council's Low Emission Strategy at the two-year formal review period. There are no direct financial implications relating to this report.
- 4.2 The Low Emission Programme requires significant funding to be secured to enable its successful delivery – totalling approximately £14.8 million as outlined in Table 1 and Appendix C (Low Emission Programme).

Table 1 Low Emission Programme Financial Status

Total Estimated Cost to deliver LES Programme <i>(19 objectives and 52 projects)</i>	<u>£14.775 million</u>
Capital Programme Secured	£3,001,000
Grant Funding Secured	£5,157,000
S106 Funding Secured	£273,987
S106 Funding Negotiated	£1,575,000
Grant Fund Applications pending outcome	£370,035
Funding still to be secured for delivery of the LES programme	<u>£4.4 million</u>

- 4.3 Capital Borrowing of approximately £2.2 million has already been secured towards the electric vehicle network programme (on street, off street, rapid

chargers and EV taxi infrastructure) and EV car club programme, and approximately £865k towards the Fleet Challenge Programme. Local Enterprise Partnership funding bids such for the Park and Ride proposal at Brands Hill, provide significant EV infrastructure on site, subject to obtaining planning permission. Central Government funding of £157,000 has also been awarded towards EV taxi infrastructure.

- 4.4 One of the primary sources of on-going funding is via developers' S106 contributions. This means that some projects can only progress as and when sufficient funding has been pooled. The current S106 contribution towards low emission programmes schemes are outline in Appendix D (S.106 AQ and Low Emission Contributions) these include secured contributions received now and those expected in the future which are contingent upon the commencement and occupation of new major developments (i.e. Octagon, Akzo Nobel, Berkley – Horlicks Schemes).
- 4.3 Any additional Capital borrowing will be sought via robust business cases for each specific project. The LES Programme is not currently anticipated to generate additional pressure on existing revenue budgets as staff and consultancy resources will be funded through capital budgets.
- 4.4 It is also important to note that some projects may be brought forward as privately funded and commercially operated third-party led ventures. The Low Emission Programme enables and is supportive of this type of inward investment in Slough. Such private sector investment is anticipated for some projects (i.e. town centre EV charging hub, and Colnbrook hydrogen station) that we are actively involved in promoting and/or supporting through the planning process.

Risk Management

- 4.5 There are no recommendations contained within the report so there is no risk associated with this report.
- 4.6 This report outlines the current status of the LES, with progress in 2020 reported in Appendix A together with key issues and risks to individual objectives and projects. The current delivery plan for all objectives is provided in Appendix B. The unfolding situation with COVID-19 could result in some revision to the delivery plan in the coming months.

Human Rights Act and Other Legal Implications

- 4.7 There are no changes to Human Rights Act implications as a result of this review. The strategy seeks to promote the right to clean air through encouraging and facilitating use of low emission vehicles. Any measures, such as Clean Air Zones, to restrict or penalise owners of more polluting vehicles

entering an area(s) would need to be subject to full cost benefit assessments considering the economic, social, equality and human rights implications.

- 4.8 There is a legal requirement to pursue, achieve and maintain air quality standards. The European Union Air Quality Directive 2008/50/EC13 sets out the obligations for Member States in terms of assessing ambient air quality and ensuring Limit Values (LV) for certain pollutants are not exceeded. The requirements of the Directive have been transposed into domestic law through the Environment Act 1995 and subordinate regulations. While the Government has a duty to meet EU Limit Values, local authorities have a duty to pursue the achievement of National Air Quality Objectives.
- 4.9 The European Union has commenced infringement proceedings against the Government for failing to meet the EU Limit Value for Nitrogen Dioxide (NO₂). The reserve powers of the Localism Act 2011 allow the Government to pass on any EU fines imposed to any public organisation “whose act or omission” has contributed to the breach of any EU Limit Values.

Equalities Impact Assessment

- 4.10 Government studies show that air pollution has an adverse effect on the health of the majority of the population. These studies also identify specific groups that are particularly susceptible to the impact of poor air quality, including pregnant mothers, children and the elderly, with deprived communities known to be disproportionately affected. The Low Emission Strategy focuses mainly on positive and proactive interventions designed to reduce air pollution. SBC and its partners are taking an “exemplar” role in changing travel patterns and incentivising initiatives that improve air quality and public health outcomes.
- 4.11 However, some elements of the strategy may have policy change or sanctions that could potentially adversely affect some groups. Specifically, these are the Clean Air Zones (Charging) and changes to Taxi Licensing provisions. There are currently no charging Clean Air Zones at present and the council will conduct a thorough impact and feasibility studies before any are implemented. There are no plans to include passenger vehicles.
- 4.12 An Equalities Impact Assessment was carried out in August 2018 prior to the adoption of the Low Emission Strategy. This considered the impacts of the whole life of the strategy through to 2025. The draft LES was also subject to extensive public consultation prior to its formal adoption. Specific elements of the LES have also been subject to individual and separate consultation (e.g. taxi licensing conditions). The Equalities Impact Assessment for the LES is published on the Council’s Low Emission Strategy webpage – http://www.slough.gov.uk/downloads/Equalities-Impact-Assessment_LES_CF050918.pdf .

Workforce

- 4.13 The Corporate Management Team in June 2019 had approved the establishment and recruitment of four new capital funded posts to deliver the Low Emission Strategy objectives:
- Two posts (Low Emission Programme Manager and a Project Officer) to deliver the core programme such as the Slough Electric Vehicle Plan (including public rapid and on-street EV charging, and EV taxi charging), and the EV car club schemes; and
 - Two posts (Fleet manager and a Fleet officer) to manage Fleet Challenge (decarbonisation of grey fleet and electrification of the Council fleet) as well Community Transport Fleet (home to school).
- 4.14 Recruitment to these posts was delayed due to the re-grading and new job descriptions being required. Further delays have resulted due to the COVID-19 pandemic placing programmes on hold.
- 4.15 Phase 2 of the “Our Futures” programme has meant that the new structure will need to consider how the service is delivered and where functions best sit. As a result the new posts can be considered as soon as the phase 2 is completed.
- 4.16 At the Neighbourhoods and Community Services Panel on 22 October 2020, in response to a report providing an update on the implementation of the Low Emission Strategy, it was resolved that Cabinet be recommended to ensure that the relevant posts be filled so that the projects of the Low Emission Strategy can be implemented.

5 Supporting Information

- 5.1 The Slough Low Emission Strategy (LES) was approved by Cabinet on 17th September 2018 and by Full Council on 27th September 2018. The details of the LES are contained within the SBC webpage <http://www.slough.gov.uk/pests-pollution-and-food-hygiene/low-emissionstrategy-2018-2025.aspx> .
- 5.2 The principal aim of the LES is to:
- Improve air quality and health outcomes across Slough by reducing vehicle emissions through the accelerated uptake of cleaner fuels and technologies.
- 5.3 Slough, in common with many urban areas in the UK, experiences elevated levels of air pollution, which have a measurable impact on the health of the local population. While there are several factors contributing to our local air quality, including heating and energy production, construction activities, and the

cross-boundary transportation of pollution, the emissions from road transport vehicles are the most significant source at present.

- 5.4 Under Section 83 of the Environment Act 1995 (Part IV), areas with persistent exceedance of pollutant EU limit values must be designated as an Air Quality Management Area (AQMA) and be followed by production of an Air Quality Action Plan. The Council has designated five AQMAs due to elevated levels of nitrogen dioxide (NO₂) which breach the National Air Quality Objective (annual mean NO₂) and where there is relevant exposure to residents. The AQMAs are located around the M4, Tuns Lane, Bath Road, Town Centre/A4 and Brands Hill/A4 and cover over 2,000 residential properties.
- 5.5 The Council has a statutory duty to prepare an annual report to DEFRA on the progress we are making to address poor air quality in Slough. This report includes air quality monitoring and measures, including low emission measures we are taking to improve air quality. This is known as the annual status report. The latest annual status report 2020 is published on the Council's air quality webpage <http://www.slough.gov.uk/pests-pollution-and-food-hygiene/air-qualityreports.aspx>). Air quality is improving in the Borough but at a slow rate, and none of the AQMAs can be revoked at this time.
- 5.6 We are currently nine months into the COVID-19 pandemic response in the UK which has seen an unprecedented drop in road and aviation traffic movements, especially at the beginning of first lockdown. While there have been some recovery in traffic levels, we have also been in the summer months when levels of nitrogen dioxide are typically at their lowest levels of the year and economic activity in the Heathrow area remains severely depressed. There is much uncertainty about how much and how quickly traffic and activity levels may return to pre-COVID levels. Air quality levels are likely to start to increase as we head towards the winter months. This winter they may remain lower than in recent years, but it remains to be seen whether changes to the homeworking and sustainable travel modes, for example, will be sustained over a longer period.
- 5.7 The UK Government is advocating a 'Green Industrial Revolution' to repair the economic damage caused by restrictions during the pandemic response to build back better, support green jobs, and accelerate the UK's path to net zero. Greening public transport (through electrifying rail and zero emission buses), increasing cycling and walking and accelerating the shift to zero emission vehicles (both from electric and hydrogen) featured highly within the Government's Ten Point Plan announced in November 2020. The Government has also brought forward the ban on sale of new cars and vans powered wholly by petrol and diesel in the UK from 2030. The Low Emission Strategy programme will help to ensure that the Council, its residents and businesses

are ready to make this transition early and encourage inward investment in the Borough.

- 5.8 The Council's air quality monitoring consultant prepared a review of the initial impacts of COVID-19 on local air quality in Slough up to June 2020. Using complex modelling forecasts it was estimated that lockdown had resulted in a temporary reduction in nitrogen dioxide levels of between 33-50% at the four continuous monitoring locations assessed in Slough. Their analysis is available here: www.airqualityengland.co.uk/assets/reports/312/Slough_report_covid_analysis.html .
- 5.9 The consultant has prepared an updated report on the impact of the COVID-19 pandemic on local air quality in Slough through to the beginning of November 2020. The analysis compares actual monitored nitrogen dioxide (NO₂) levels with modelled levels using actual 2020 weather data and emissions data of a non-COVID scenario, termed Business As Usual (BAU). As might be expected the biggest drop between simulated BAU NO₂ levels and actual levels following the on-set of the pandemic were in April and May, coinciding with Lockdown 1 and the tightest restrictions. The difference was up to 18ug/m³ lower monthly mean NO₂ at Brands Hill in April 2020, for example. Since May 2020 the difference in monthly mean NO₂ level from the non-COVID scenario is between 5-8 ug/m³ at Brands Hill. Comparison of the current annual averages for 2020 shows that the 2020 BAU scenario predicts that without COVID the year 2020 would have recorded lower levels of annual mean NO₂ than 2018 and 2019 – by a margin of at least 5-6 ug/m³ at the roadside continuous monitoring sites. This means that up to 45% of the reduction in annual mean NO₂ for 2020 could be due to weather and continued downward trend of background and emissions, while the remainder relates to changes due to COVID restrictions. The analysis is currently being subject to final checks and will be published shortly on the Air Quality England website: https://www.airqualityengland.co.uk/local-authority/reports?la_id=312 .
- 5.10 The analysis of air quality impacts from the COVID-19 restrictions is currently limited to nitrogen dioxide (NO₂) and does not cover particulate matter. This is because particulate matter is a transboundary pollutant, especially fine particulate matter such as PM_{2.5} or smaller, meaning it can travel long distances on air currents. Depending on wind strength and direction a very high proportion of the particulate matter monitored in Slough could originate from London, the South East of England or even industrial areas of Northern Europe. Shortly after the COVID-19 pandemic struck the UK easterly winds actually led to higher levels of particulates during some of Lockdown 1 than preceding it. Analysis of monthly mean levels of PM₁₀ at the background monitor at Pippins, Colnbrook in 2020 compared to average levels of past years (2013-19) indicates that PM₁₀ was only lower than past years in July and October 2020. At a roadside monitoring site such as Brands Hill on the A4 monthly mean

particulate levels in 2020 were slightly lower than past years in most months since April – though data is only available since late 2017 for this site and there is current no business as usual comparison. This could be partly reflective of a lower local contribution from vehicle exhausts and tyre and brake wear. The annual mean at Brands Hill for 2020 currently stands at 3-4 ug/m³ lower than 2019 and 2018, respectively – though this data is still provisional and subject to change, with a likely peak in November due to fireworks celebrations.

5.11 The Low Emission Strategy is detailed and broad. It extends to 2025 and it can be broken down into three key themes:

1. Evidence for Change – why are we taking action to improve air quality?
2. Creating a Low Emission Future: Leading by Example - what the council can do with its powers to improve emissions.
3. Clean Air Zone (CAZ) Framework for Slough: A framework to control emissions delivery in partnership with key stakeholders.

5.12 Progress has since been made in each of these three areas, with updates presented in Appendix A. In total there are 19 LES objectives across these themes.

Evidence for Change

5.13 Exposure to poor air quality is associated with both ill health and premature death. Scientific studies show that long-term exposure to air pollution (over years or lifetimes) reduces life expectancy, mainly due to cardiovascular and respiratory diseases and lung cancer. Short-term exposure (over hours or days) to elevated levels of air pollution can also cause a range of health impacts, including effects on lung function, exacerbation of asthma, increases in respiratory and cardiovascular hospital admissions and mortality.

5.14 Slough, like many urban areas in the UK, experiences elevated levels of air pollution which have a measurable impact on the health of the local population. Slough is disadvantaged by a poor respiratory and cardiovascular health profile, with a burden of disease that is higher than expected rates based on regional and national averages. The proportion of overall deaths in Slough that can be attributed to particulate air pollution is estimated (2018) at 6.5% (5.6% in the South East). This remains one of the highest in the South East region and England as a whole and is more comparable to London.

5.15 It is estimated that long-term exposure to man-made air pollution in the UK has an annual effect equivalent to 28,000 to 36,000 deaths. Over an 18 year period a 1ug/m³ reduction in fine particulate air pollution in England could prevent around 50,900 cases of coronary heart disease; 16,500 strokes; 9,300 cases of asthma; and 4,200 lung cancers in the UK. The benefits of sustaining

reductions in air quality through sustainable transport and cleaner fuels beyond COVID-19 are therefore very tangible.

Fleet Challenge Programme

- 5.16 This low emission programme is set up with our corporate Project Management Office (PMO). This programme was set up September 2016 and reports to the PMO on a monthly basis.
- 5.17 Currently, there are 6 electric pool fleet vehicles (3 Nissan Leafs and 3 Renault Zoes). These were used regularly by staff, prior to the Covid pandemic, with 55 staff and Councillors currently signed up to the voluntary scheme for the electric pool fleet cars and 101 for the E-bikes (as of 1st September 2020). The electric vehicles have reached 43,700 miles and the E-Bikes have reached total usage of 1767 miles.
- 5.18 This equates to 10.2 tonnes of CO2e avoided relative to the Grey fleet baseline data and £19,666 revenue savings from grey fleet mileage claims (July 2020 data).
- 5.19 In addition to the electric pool fleet vehicles, there are also:
- 3 community transport fleet vehicles (2 Kia Souls and 1 Peugeot ION)
 - 1 highway inspection fleet EV (1 Electric Leaf)
 - 1 Children's Trust EV (1 Kia Soul)
- 5.20 The community transport fleet are used daily to transport children with special needs to school, The Children's Trust EV is at St Martins Place and is used by its staff for site visits. The highway EV is used for highway inspections. Typically, the fleet averages ~48,000 miles per year, however there has been significant impact on usage as a result of COVID-19 and a reduction in mileage. The milage is reported annually from 1st April to 31st March.
- 5.21 We are intending to scale up this programme which has been put on hold due to the Covid-19 pandemic. The programme has been running on a trial phase for just over three years. A procurement business case was approved in July 2019 to procure Electric Vehicles for the Council to operate:
- Electric pool car fleet (Fleet Challenge Programme)
 - Electric fleet for high mileage service teams (i.e. Building Management/Community Wardens)
 - Electric community transport fleet (Community Transport)

The procurement was to run over 3 phases (Phase 1 – 2019/20 HQ focussed) and (Phase 2 – 2020/21 HQ and Hubs) and (Phase 3 – 2021/22 Children's Trust).

5.22 Works had started in October 2019 on phase 1 by procuring additional workplace electric vehicle (EV) chargers these have now been installed by Pod Point at Observatory House/Herschel car park. We have placed on hold the procurement of additional EV fleet. As reported in paragraphs 4.13 – 4.16, additional staff resource is required for to enable expansion and management of the fleet challenge programme. In addition the COVID 19 pandemic has resulted in significant changes to working practices, whereby the majority of our staff are now home working. It is likely that long term working arrangements will change across the council operations to more smart working, as part of the Covid 19 recovery plan.

5.23 We intend to implement expansion of the EV fleet in readiness for staff returning to the workplace, with particular focus on those services who undertake regular and high mileage business journeys. This will be coordinated carefully with our senior leadership team approving the process, we also intend to ensure that our community hubs will have EV infrastructure and EV pool car provision, where appropriate. The Fleet Operations Manager and Environment Manager will also consider how best to utilise electric pool fleet to maintain its flexibility and to ensure high utilisation and to maintain the sustainable decarbonisation of our grey fleet, this is likely to require updating of Council fleet policies and the business travel hierarchy.

<http://insite/media/3181/appendix-a-business-travel-hierarchy.pdf> .

Slough Electric Vehicle Plan

5.24 When the Low Emission Strategy was prepared the national market share of diesel car sales was around 60%. Since the Volkswagen diesel-gate scandal the market share of diesel cars has fallen rapidly, with a market share in 2020 below 20% for the first time in twenty years. While this has been mirrored by an upturn in petrol car sales, there has also been significant growth in sales of electric vehicles. The total share of the UK new-car market so far in 2020 made up of battery electric cars now stands at 5.5%. Battery electric car sales went from 7,704 in September 2019 to 21,903 in September 2020 – a 184% increase. Year-to-date, 75,946 battery electric cars have been sold in the UK so far in 2020 (October 2020), which is up from the 28,259 that had been sold by the same point in 2019 – a 268% increase¹.

5.25 Slough now has the third highest registrations of plug-in vehicles per local authority in the UK, having overtaken Milton Keynes. Trend data suggests Slough could soon also overtake Peterborough into second place (see Figure 1).

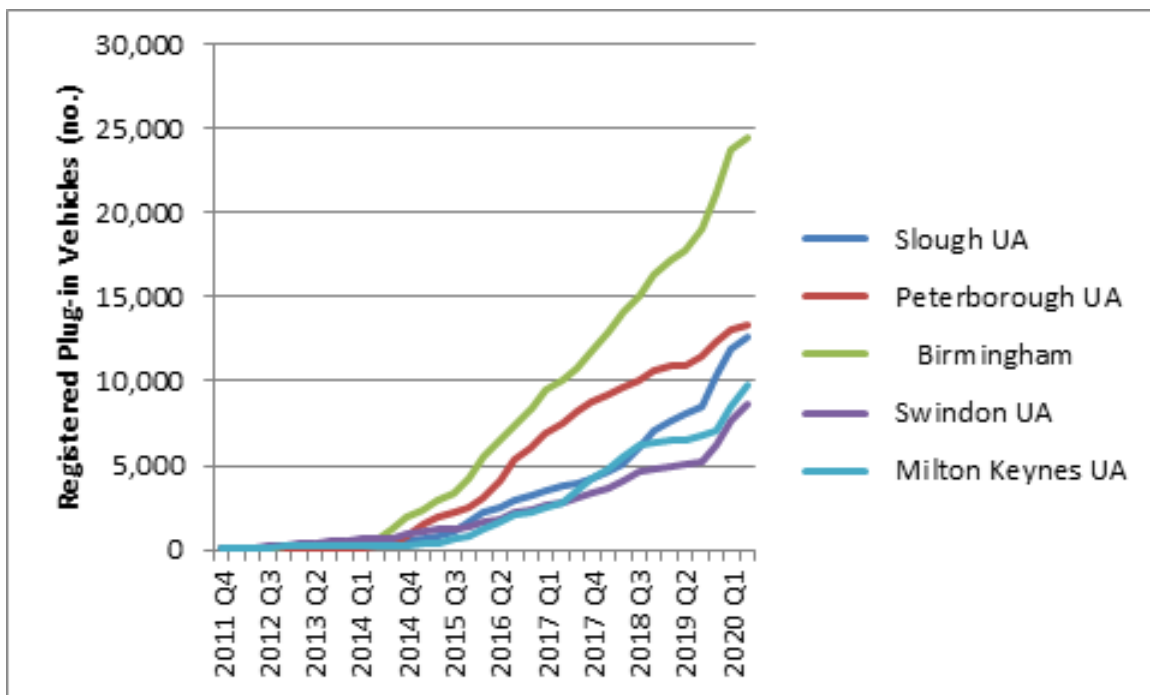
5.26 Plug-in vehicle registrations in Slough have risen sharply from 4,580 at Q1 2018 as reported in the final draft LES technical report to 12,646 at Q2 2020.

¹ <https://www.smmmt.co.uk/vehicle-data/car-registrations/>

Registrations in Slough are 50% higher than those in the whole of Buckinghamshire, RB of Windsor & Maidenhead, and the London Boroughs of Hounslow and Hillingdon combined. It is assumed that a significant proportion of these registered plug-in vehicles are lease and fleet vehicles as there are a number of leasing companies located in Slough.

5.27 The adoption of the Low Emission Strategy in autumn 2018 introduced a requirement for all new major developments to provide a minimum standard of electric vehicle charging in 10% of car parking spaces for the development. Whilst the number of charging units provided under this requirement is not easily quantifiable, this will be ensuring that going forward residents and businesses have readily available access to charging infrastructure in new homes and workplaces.

Figure 1 Registered Plug-in Vehicles by Local Authority²



5.28 When the Low Emission Strategy was prepared there were over 700 licensed Hackney Carriages and Private Hire Vehicles licensed in Slough. This currently stands at 104 Hackney Carriages and 451 private hire vehicles. Over 90% of licensed hackney carriages and two-thirds of PHVs are diesel fuelled. Uptake of pure-electric vehicles has been slow with only three ultra-low emission vehicles being licensed.

5.29 As part of the Low Emission Strategy, to help improve emissions from the taxi fleet, Slough Borough Council's Taxi Licensing Committee introduced taxi

² Vehicle Licensing Statistics from Table VEH0131 <https://www.gov.uk/government/collections/vehicles-statistics>

emission standards for the first time in 2018. The new standards aimed to bring all taxis up to a Euro 6 diesel standard by 2020 and new drivers to meet an ultra-low emission vehicle (ULEV) standard in 2019 with existing drivers required to meet the ULEV standard by 2025. The composition of these fleets (as of September 2020) is displayed below in Figure 2. There are 56 PHVs licensed where a change of vehicle will be required at next renewal in 2020 due to the age and emissions criteria on the vehicle licensing standards. In 2021, a further 70 vehicles will be due to be replaced.

5.30 National modelling of roadside nitrous oxide (NOx) source apportionment (2015) estimated that diesel taxis accounted for 2% of roadside NOx concentrations. This is known to rise significantly in cities and urban centres. Source apportionment modelling commissioned by Slough Borough Council is due to be published later in 2020. Draft outputs for the 2017 base year indicate that on road links across the town centre, taxis (including PHVs) account for up to 13.5% of total vehicle emissions (i.e. including all petrol & diesel cars, buses, LGVs and HGVs) of NOx . The majority of PHVs which are approaching 9 years old are diesel and meet the Euro 4 diesel emissions standard, emitting more than three times the NOx limit for Euro 6.

Figure 2 Slough Licensed Vehicles by Emission Standard

Emissions standard	Date Vehicle newly registered from:	Licensed PHVs	Licensed Hackney Carriages
Euro 1	31 December 1992	0	0
Euro 2	01 January 1997	0	2
Euro 3	01 January 2001	0	11
Euro 4	01 January 2006	9	14
Euro 5	01 January 2011	290	47
Euro 6	01 September 2015	117	21
Euro 6 RDE ³	01 September 2017	35	9

5.31 Interim staff resource has been provided from the DCO team since late summer 2020, with a particular focus on the delivery of the Electric Vehicle (EV) Taxi Project:

- Project initiation was completed Summer 2020.
- An Update report has been submitted to Office for Low Emission Vehicles (OLEV).

³ The **Euro 6** test became more stringent from September 2017 with the addition of an extended on-road emission test known as Real Driving Emissions or **RDE**.

- Planning phase of the project has started through engaging with potential suppliers, other Local Authorities and commencing specification and tender documentation. Tender to be launched early 2021.
 - Phase 1 installation timetabled for Autumn 2021.
 - Phase 2 installation scheduled for Summer 2022.
- 5.32 Further a grant funding application was made to the Defra AQ grant in October 2020 for £370k towards a project designed to accelerate the adoption of electric vehicles (EVs) by licensed taxi and private hire vehicle (PHV) operators in the town centre, by demonstrating the feasibility, viability and affordability of owning an electric vehicle and availability of charging infrastructure including a “try before you buy” EV taxi loan scheme.
- 5.33 During 2020, officers have also made progress with the workplace Electric Vehicle charging infrastructure project with:
- Completed EV charge point installation of 13 fast chargers and 1 rapid charger
 - Power connection to chargers due by end of 2020
 - Fully operational workplace EV charge points by New Year
 - Procurement of additional EVs in 2021 for staff business use in line with COVID-19 recovery return to the workplace.
- 5.34 A free zero-emission electric bus service has been launched on 26 October 2020 for passengers travelling to and from Slough town centre. The council has partnered with Thames Valley Buses and BYD UK, an electric bus manufacturing specialist based in Iver, to provide this additional, sustainable way to travel in Slough. The service will use the A4 Bath Road experimental bus and cycle lanes along part of the route during the 13 week bus lane trial funded by the Council. The bus is completing an hourly circuit along the A4 Bath Road between Mercian Way, Cippenham, and the Uxbridge Road roundabout.
- 5.35 An updated full delivery plan is presented in Appendix B. It has been recognised that the COVID-19 pandemic has caused major disturbance and delay in delivery of the LES, particularly to the appointment of staffing. The Low Emission Programme will be continually subject to further revisions, by its nature it needs to be very adaptable.
- 5.36 The Low Emission Strategy programme is presented spatially in Appendix C through maps of which projects are proposed for specific air quality mitigation zones and for the Borough as a whole.

Clean Air Zone Feasibility Study

- 5.37 During the development of the Low Emission Strategy detailed air quality modelling and source apportionment was undertaken to provide evidence of the

air quality levels across the whole borough and the causes of local air pollution emissions. The modelling also tested the impact of some low emission objectives such as electrification of bus and car fleets, and retrofitting of emission standards to existing bus fleets. The modelling was based on monitoring data from 2014.

- 5.38 In July 2020 updated detailed air quality modelling and source apportionment was commissioned. This will model the baseline year of 2017 and project forward to air quality levels in 2022 and 2026. This will show when and if air quality levels in Slough will comply with national air quality objectives. The model will then be rerun applying one or more Clean Air Zones across Slough to consider whether compliance with national air quality objectives could be brought forward if such a zone(s) were introduced.
- 5.39 A Clean Air Zone defines an area where targeted action is taken to improve air quality. They have a particular focus on measures to accelerate the transition to a low emission economy to ensure improvements in air quality are on-going and sustainable, support future development and decouple local growth from air pollution. They can be a charging clean air zone where vehicle owners are required to pay a charge to enter, or move within, a zone if they are driving a vehicle that does not meet the particular standard for their vehicle type in that zone.
- 5.40 The outputs of the air quality modelling of a clean air zone framework for Slough are due in 2021. The feasibility study will then also need to include a cost-benefit analysis to ensure that any air quality benefits of a zone(s) are duly weighed against economic, social and equalities impacts. Any proposal taken forward for a Clean Air Zone would be subject to full public consultation.

Air Quality Action Plan (AQAP) and Clean Air Plan

- 5.41 The Low Emission Strategy forms part of the Council's Air Quality Action Plans. The current Action Plans were established for AQMA 1 and AQMA 2 in 2006 [M4 motorway and Brands Hill], and for AQMA 3 and AQMA 4 in 2012 [Tuns Lane and A4 Town Centre] - updated in 2017 when AQMA 3 was extended to include a section of Bath Road. These action plans are currently being re-written under one comprehensive new AQAP to tackle air quality issues in all of our AQ Management Areas. The AQAP will identify any extra measures, in addition to the Low Emission Strategy, needed to tackle air pollution in the Borough. The updated plan, due April 2021, will also use the updated detailed air quality modelling and source apportionment (detailed at 5.34) with additional scenario testing to quantify air quality benefits of proposed action plan measures. It will reflect regeneration of the town centre and impacts posed by upcoming major infrastructure schemes.

- 5.42 During 2021, once the statutory Air Quality Action Plan is complete, the Council will be developing a new Clean Air Plan (CAP). The CAP will act as the overarching strategy which will consolidate all air quality aspirations and improvement plans across the Borough into one comprehensive strategy. This will encompass existing projects, such as the Defra funded sensor study, and emerging projects, such as the Clean Air Zone Feasibility Study.
- 5.43 A Low Emission Strategy Communication Plan was prepared in 2018 to launch the Strategy and promote its objectives. This is available on the Council's Low Emission Strategy web page: http://www.slough.gov.uk/downloads/LES_Comms_plan.pdf . While many measures are on-going (such as AirTEXT; educational awareness raising through engagement and sustainable travel initiatives with schools; and events for National Clean Air Day), the plan will be refreshed under the new Air Quality Action Plan (due Spring 2021) and subsequent overarching Clean Air Plan.

6 Comments of Other Committees

- 6.1 Progress on implementation of the Low Emission Strategy programme was last reported on at the Neighbourhoods and Community Services Panel of 22 October 2020, and previously on 28 November 2019. Links to these update reports are provided in Section 9, Background Papers.
- 6.2 At the Neighbourhoods and Community Services Panel on 22 October 2020 it was resolved:
- (a) That the report be noted.
 - (b) That Cabinet be recommended to ensure that the relevant posts be filled so that these important schemes could be progressed.
 - (c) That the Health Scrutiny Panel be encouraged to establish an Air Quality Task and Finish Group.

7 Conclusion

- 7.1 The Low Emission Strategy (LES) 2018 – 2025 forms part of the Council's emerging Air Quality Action Plan. This report outlines the current status of the LES in particular with respect to the progress and issues over the past 11 months.
- 7.2 The delivery plan has also been updated. There is a need to resource the delivery of the Low Emission programme. Previous CMT approvals for the recruitment of additional staff to enable the delivery of the Low Emission programme have been disrupted by the COVID-19 pandemic response. There

is a further short delay until the Council's Our Futures Phase 2 staff reorganisation consultation is completed. Additional staff provided via the reorganisation, and any future CMT approvals, are needed to deliver key aspects of the Low Emission programme:

- The expansion and mandatory adoption of the Fleet Challenge Programme (a programme focussed on the decarbonisation of the Councils grey fleet and service fleet by providing electric and ultra low emission vehicles to conduct business travel). This programme runs until 2025.
- The procurement and delivery of the Taxi EV Rapid Charger Infrastructure Programme between 2020 and 2022.
- The procurement and delivery of EV (rapid and fast) off-street and Car Park Programme between 2020 and 2025.
- The procurement and delivery of the Slough Electric Car Club Programme in partnership with a national car club provider over several phases from 2020 - 2025.
- The procurement and delivery of the EV (rapid and fast) on-street Programme between 2020 – 2025.

7.3 It is expected that appointment to the Low Emission Programme roles and recruitment for the new Fleet Challenge posts will be progressed later in 2021.

7.4 Funding and resources continues to remain a significant barrier to the effective delivery of the LES objectives. S106 contributions will continue to remain an important source of funding for the delivery of low emission infrastructure in Slough. This means that some projects can only progress as and when sufficient funding has been pooled.

8. **Appendices Attached**

- 'A' - Low Emission Strategy Objectives Update November 2020
- 'B' - Outline Low Emission Delivery Plan
- 'C' - Low Emission Programme
- 'D' - S.106 Air Quality and Low Emission Contributions

9. **Background Papers**

- '1' - Low Emission Strategy and associated LES documents (see <http://www.slough.gov.uk/pests-pollution-and-food-hygiene/low-emission-strategy-2018-2025.aspx>)

'2' Low Emission Strategy report to Cabinet September 2018 (see <http://www.slough.gov.uk/moderngov/documents/s52743/Report.pdf>)

'3' Low Emission Strategy Update Report to Neighbourhoods and Community Services Panel of 28 November 2019 (see <http://www.slough.gov.uk/moderngov/ieListDocuments.aspx?CId=569&MId=6482&Ver=4> .

'4' Low Emission Strategy Update Report to Neighbourhoods and Community Services Panel of 22 October 2020 (see <http://www.slough.gov.uk/moderngov/documents/s61603/Low%20Emission%20Strategy%20Update.pdf>)

'5' - Annual Status Report 2020 (see <http://www.slough.gov.uk/pests-pollution-and-food-hygiene/air-quality-reports.aspx>)

10. **Glossary**

'AQAP'	Air Quality Action Plan
'AQMA'	Air Quality Management Area
'BAU'	Business as Usual –a 2020 non-COVID-19 modelling scenario
'CAP'	Clean Air Plan
'CAZ'	Clean Air Zone
'CMT'	Corporate Management Team
'DCO'	Development Consent Order team
'EV'	Electric Vehicle
'LES'	Low Emission Strategy
'NO ₂ '	Nitrogen Dioxide
'PMO'	Project Management Office

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Appendix A: Low Emission Strategy Objectives Update

Low Emission Update Report November 2020			
Objective/ Programme	Progress	Status	Key Issues/ Risks/ Incentives
1. General			
1a. Ensure all relevant Council strategies consider and support measures to improve air quality and health outcomes in partnership with stakeholders	<p>Lead Members and Directors Approval of Carbon Management Plan.</p> <p>The Plan was presented at Cabinet on 12th October. The Cabinet fully supported the plan and Full Council approved the CMP on 24th November 2020.</p>	<i>Green – on track</i>	<p>The following relevant emerging Council plans and strategies will support measures to improve air quality and health outcomes.</p> <p>The Local Plan, The Climate Change Strategy, The Strategic Infrastructure Plan, The Clean Air Plan. Local Transport Plan 4.</p>
2. Evidence for Change			
2a. Provide a robust framework for monitoring and modelling air quality across Slough	<p>Review and upgrade of continuous air quality monitoring network –</p> <ul style="list-style-type: none"> • New monitoring locations have been established for Chalvey (relocated station) and Langley (new monitoring station). • Civil works and site preparation are in progress for both Chalvey and Langley locations • New tender is required for Pippins station replacement to ensure value for money • Salt Hill Park monitoring station is due to be decommissioned end of this year • New diffusion tube sites have been set up on busy roads around the Town Centre 	<i>Green – on track</i>	<p>We have new (2017) continuous AQ monitoring stations at Brands Hill, Wellington Street and Bath Road (Windmill).</p> <p>The new Chalvey and Langley AQ stations are due to be installed by end of 2020.</p> <p>The Pippins Station is due to be replaced in 2021.</p> <p>We are currently monitoring air quality using passive tubes across more than 60 locations in the Borough.</p>

	<p>Defra funded sensor project - Vaisala sensors were installed June 2020 outside four schools</p>	<p><i>Green – on track*</i></p>	<p>The project was initially delayed due to COVID-19 disrupting the delivery and installation of the sensors. The project objectives also had to be reviewed as the aim of the project is around school activity.</p> <p>* Project on track now that Defra deadlines have been extended. Defra recognised the delays across all projects due to COVID-19 and subsequently extended the project deadline</p> <p>Data communication issues had been ongoing however have now been resolved, allowing for high data capture</p>
	<p>Air quality dispersion modelling and source apportionment – previous modelling in 2014 (of NO₂ only) is being updated for all pollutants. Specialist consultants were appointed in late Spring 2020. During Summer 2020 the project team have been working on completing 2017, 2022 and 2026 transport and air quality modelling baselines which were delivered in draft in October 2020. Project team are now working on finalising the baseline modelling and source apportionment.</p> <p>The modelling will supplement the Council's monitoring network to provide a clearer picture of air quality issues across the whole Borough. It will then allow scenario testing of LES measures to evidence whether they will be sufficient to achieve the necessary reductions.</p>	<p><i>Amber – Risk of delay</i></p>	<p>Delay has occurred due to COVID-19 – traffic levels are impacted and therefore automatic number plate recognition (ANPR) cannot be used to determine vehicle fleets. To overcome this issue, national fleet data and comparative data from other LA's completing Clean Air Zone studies has been used.</p> <p>Due to ongoing COVID-19 pressures, this may remain amber.</p>
<p>2b. Use national and local data to assess the impact on health of</p>	<p>Data recorded from the continuous and passive monitoring locations is presented in Slough's Annual Status Report (ASR) every</p>	<p><i>Green – on track</i></p>	<p>The Council's air quality monitoring consultant prepared a review of the impacts of COVID-19 on local air quality in Slough up to June 2020. This is available here:</p>

Slough residents arising from air pollution	June. The most recent report (ASR 2020) presents data from 2019 and trends over the last 5 years. This can be found on the following link: http://www.slough.gov.uk/pests-pollution-and-food-hygiene/air-quality-reports.aspx).		www.airqualityengland.co.uk/assets/reports/312/Slough_report_covid_analysis.html . Using complex modelling forecasts it was estimated that lockdown had resulted in a temporary reduction in nitrogen dioxide levels of between 33-50% at four continuous monitoring locations. Officers are continuing to review monitoring results on a monthly basis as restrictions are eased and traffic levels return towards pre-lockdown levels.
2c. Work with local health professionals to promote awareness of the impact of vehicle emissions on health	Review and revise Smoke Control policy and PM2.5 measures with Public Health – <ul style="list-style-type: none"> • PM2.5 modelling is underway as part of AQAP. • Follow on elements have not yet started due to COVID-19 disruption 	<i>Amber – Risk of delay</i>	Initiation of Air Quality and Public Health group has been delayed due to COVID-19 impacts. This will be revisited early 2021, as it is anticipated health professionals will be busy over the winter months.
3. Creating a Low Emission Future			
3a Provide measures to improve vehicle emissions through the Transport Strategy and Local Transport Plans	Slough has been developing the Strategic Transport Infrastructure Plan as part of the Regeneration Framework. A draft of the plan was circulated internally for officer level consultation in October 2020. The Strategic Transport Infrastructure Plan builds upon the existing Transport Vision, which was published by the Council in February 2020, and the Local Transport Plan 3 (LTP3). This LTP is being refreshed as this Strategy develops, to produce LTP4 which will be out for consultation in Spring 2021. LTP4 is an overarching plan, supported by supplementary strategy documents.	<i>Green – on track</i>	Air quality themes are being fed into these strategies and frameworks where possible. One of the key challenges which the emerging Local Plan aims to address is how to tackle congestion on Slough's roads. The Transport Infrastructure Plan which ties in with the LES, provides important inputs into the review of the Local Plan and the Centre of Slough Development Strategy, to reduce car use, improve congestion and sequentially, improve air quality in the borough.
3b Provide policies to support improvements in air quality through the Local Plan	Collaboration is ongoing with Planning Policy to provide air quality information and evidence towards key interim documents – e.g. Summer 2020	<i>Green – on track</i>	

	<ul style="list-style-type: none"> • Colnbrook and Poyle Spatial Strategy • Centre of Slough Spatial Strategy • Local Plan Sustainability Appraisal 		
3c Develop air quality and planning guidance to promote air quality mitigation at design stage and support wider air quality improvements through off-set mitigation	<p>Refresh Council air quality policy in line with current practice and guidance - Collaboration has been ongoing in Summer 2020 with Planning Policy to refresh outdated guidance within Council policy regarding air quality assessment and mitigation.</p> <p>Ahead of adoption of new Local Plan, the existing Developers Guide will be refreshed. A draft new AQ section has been prepared and is being consulted on at officer level currently.</p>	<i>Green – on track</i>	Agreement has not yet been reached on an appropriate standardised methodology to be applied to define the appropriate level of mitigation required. Close collaboration is required to ensure all concerns are addressed.
3d Introduce specifications for electric vehicle charging as part of new development schemes	Implemented 2018 in section 3.3 of LES.	<i>Green – on track</i>	Future reviews as appropriate as electric vehicle market share increases and EVCP technology improves.
3e Implement vehicle emission standards through Social Value procurement practices	Implemented 2018 in section 3.4 of LES.	<i>Green – on track</i>	These standards will be reviewed in line within our new Carbon Management Plan/pledge to meet net zero carbon targets for our operations and fleet by 2030
3f Consider whole life costs and alternatives to diesel in SBC vehicle fleet procurements	<p>6 EV pools cars</p> <p>4 EV community transport cars</p> <p>1 EV Highway car</p> <p>2 EV Bouyges vans</p> <p>6 EV Osborne vans</p>	<i>Green – on track</i>	A zero emission fleet plan will be produced for all vehicle replacement fleet for SBC and SBC contractor fleet over the term of the LES and beyond to 2030 to meet carbon neutral pledge targets.
3g Introduce Clean Air	Taxi emission standards implemented in	<i>Green –</i>	Covid 19 impacts on taxi/PHV trade are severe and may

<p>Taxi emission standards and infrastructure to support the take-up of ultra-low emission taxis</p>	<p>June 2018. From 1 September 2020 new standards also now apply to new vehicles for existing license holders.</p>	<p><i>on track</i></p>	<p>place strain on the trade to replace vehicles with compliant Euro VI fleet</p>
	<p>Installation of 7 rapid chargers for taxis:</p> <ul style="list-style-type: none"> • Project initiation was completed Summer 2020. • An Update report has been submitted to OLEV. • Planning phase of the project has started through engaging with potential suppliers, other Local Authorities and commencing specification and tender documentation. Tender to be launched late 2020/ early 2021. • Phase 1 installation timetabled for Autumn 2021. • Phase 2 installation scheduled for Summer 2022. 	<p><i>Red – Project delayed</i></p>	<p>This is one of the projects that was to be delivered by the Low Emission Programme Manager and Project Officer posts approved by CMT at the end of 2019. Recruitment has not been possible in 2020 due to COVID-19.</p> <p>This additional delay to resource the project means that the project, originally to be delivered by end of 2019, is running at least two years behind. This project is currently being supported by the DCO team Principal Environmental Officer to initiate planning and procurement.</p>
<p>3h Implement the Fleet Challenge to reduce emissions from the SBC 'grey fleet'</p>	<p>The programme has been running on a trial phase for just over 3 years.</p> <p>In January 2019 CMT granted approval to expand the Fleet Challenge Programme and move to mandatory adoption so all staff will walk, cycle, use P/T or pool EV fleet before using their car to undertake business journeys (i.e. business travel hierarchy).</p> <p>CMT approved the recruitment of two new dedicated staff members to oversee and manage the Fleet Challenge Programme.</p>	<p><i>Red – Project delayed</i></p>	<p>The expansion of this programme requires the recruitment of additional staff (fleet manager and fleet officer to manage Fleet Challenge and Community Transport Fleet (home to school) and this had been approved by CMT. Due to COVID-19 impact, and latterly the Phase 2 staff reorganisation, recruitment has been placed on hold.</p> <p>Additionally, most staff have been working from home and business travel has significantly reduced. The procurement of additional EV fleet was placed on hold and delayed until 2021 due to COVID-19 in line with a recovery plan and phasing of staff returning to the office.</p> <p>A new Fleet Challenge phasing plan will be developed as</p>

	<p>A procurement business case was approved in July 2019 to implement the expansion over three phases (2020, 2021, 2022).</p> <p>The programme was to be scaled up by procuring additional workplace electric vehicle (EV) chargers and EVs to operate as pool fleet and by mandating the use of the business travel hierarchy document.</p> <p>Progress made with installation of workplace chargers see 4b.</p>		<p>part of the zero-emission fleet plan, this will be developed jointly by the Environment Manager and Fleet Operations Manager.</p>
4. Clean Air Zone Framework			
<p>4a Look at the feasible implementation of a Borough-wide Clean Air Zone (CAZ) including emission standards for buses, taxis, lorries and vans, in line with National Air Quality Plans</p>	<p>Extension of AQ Action Plan Modelling to include scenario testing of whether a CAZ will enable concentrations in Slough to decrease in the shortest possible time.</p> <p>AQAP Modelling commenced Summer 2020 – see 2a.</p> <p>CAZ is to implemented by 2022</p>	<i>Amber – risk of delay</i>	<p>Project was to be funded by S106, however some funding was withdrawn and therefore may need to be funded by revenue costs to avoid delays in future.</p> <p>Covid-19 has significantly impacted on road traffic levels and hence modelling had been delayed.</p>
<p>4b Implement measures to support the take-up of ultra-low emission vehicles (ULEV) through the development of a Slough Electric Vehicle (EV) Plan</p>	<p>The EV workplace charging project update is as follows:</p> <ul style="list-style-type: none"> • Completed installation of 13 fast chargers and 1 rapid charger • Power connection to chargers due by end of 2020 • Fully operational workplace chargers by New Year • Procurement of additional EVs in 2021 (delayed from 2020) for staff business use in line with COVID-19 recovery 	<i>Amber – Risk of delay</i>	<p>This objective has been majorly disrupted by delay to recruit (due to COVID-19) to the new Low Emission Programme Manager and Project Officer posts, approved by CMT at the end of 2019, who will deliver the schemes towards the objective.</p>

	<p>return to the workplace.</p> <p>The EVCP project (public charging) update is as follows:</p> <ul style="list-style-type: none"> • Slough currently operate 22 public EV chargers (2 of which are rapid chargers). • In 2020 the network has recently increased to include an addition 5 public chargers and 1 rapid charger at the new leisure centre on Farnham Road. <p>Develop an Electric Car Club across the Borough - discussions have been initiated in 2020 with car club providers (including Enterprise who currently operate in Slough) and a high level plan has been produced.</p> <p>The funding for the programme will be secured through a variety of mechanisms, in particular s106 contributions from major developments.</p> <p>Officers have been successful in encouraging developers to build mitigation into their proposals, with notable examples in 2020 such as the provision of public EV infrastructure and EV car club for the Horlicks site, and recently the Akzo Nobel site.</p>		<p>Looking to expand the EV public network over the lifetime of the plan (2020 – 2025) across our car parks, park and ride site, hub sites, leisure sites, community sites, and on street.</p> <p>Looking to set up a pilot Electric Car Club on Windsor Road in 2021.</p> <p>S.106 funding has been negotiated for these projects - £61.4k for EV charging network (of which £40.6k spent); and £111.7k for Car Club schemes.</p> <p>However, we still need to secure significant additional s106 contributions for the EV (rapid and fast) off-street and Car Park Programme and Slough Electric Car Club Programme in order to enable expansion of these programmes across the Borough into future phases.</p>
4c. Work in partnership with bus and freight operators to reduce emissions	<p>Work with bus operators to develop ultra-low emission corridors, including potential for the Slough Mass Rapid Transit (SMaRT) Scheme –</p> <p>Trial zero-emission electric bus service</p>	<i>Green – on track</i>	<p>Slough will maintain dialogue with all bus companies, and support where appropriate retro-fit bus scheme to reduce bus fleet emissions.</p> <p>Longer term aspirations are to move Slough bus fleet to zero emission bus fleet and install Electric Bus infrastructure</p>

	launched 26 October along A4 through town centre in partnership with Thames Valley Buses and BYD UK.		within the bus station and park and ride
4d Work in partnership with Highways England to reduce the impact of vehicles on the Strategic Road Network (M4)	Highways England has commenced works on the Smart M4 Motorway. They have funded AQ monitoring in three areas of Slough where receptors may be at risk from increased emissions during the construction period, to monitor air quality impacts and ensure they are kept to a minimum. The additional 30 diffusion tubes were added to the Council's monitoring network in June 2020.	<i>Green – on track</i>	AQ concentrations have significantly reduced during the construction phase of the scheme, the scheme is due to open fully in 2022, AQ monitoring will continue post operation to monitor AQ.
4e Ensure Heathrow Airport expansion does not impact on pollution levels but help us realise the potential benefits of this opportunity to improve air quality in Slough	Discussions on CAZ in Brands Hill and alignment with the Heathrow proposed ULEZ. Contribution from Heathrow towards Brands Hill AQ monitoring (2017-2019)	<i>Green – on track</i>	Airport Expansion currently on hold
4f Prepare a Low Emission Programme to deliver measures within the LES	A formal review of the programme is due two years after adoption. Officers are reporting on this to Cabinet for approval in December 2020.	<i>Green – on track</i>	The Low Emission Plan has been developed in Appendix B and the programme illustrated in Appendix C
5. Communication and Delivery Plan			
5a Produce an integrated communications and delivery plan for measures in the LES	<p>The LES Programme Communication Plan has previously been developed. It will form part of the two year review outlined in 4f.</p> <p>Communication with schools is ongoing. Currently engaging with schools regarding Clean Air Day air quality awareness campaign, involving educational and active participation, linking with Sustainable Travel</p>	<i>Green – on track</i>	<p>The plan will be developed out into a package of measures to be implemented going forward under the new Air Quality Action Plan (due Spring 2021) and subsequent overarching Clean Air Plan.</p> <p>National Clean Air Day, usually in June, was this year postponed to 8 October 2020 due to the COVID-19 restrictions.</p>

	initiatives such as Bikeability Training and Walking with Daisy. The AirTEXT service will also be promoted via online resources and social media for the event.		An Air quality awareness campaign in schools was tabled to coincide with Clean Air Day in June 2020 as part of the sensor project (outlined in 2a). Delays due to COVID-19 closing schools means this will now take place in 2021.
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Appendix B: Low Emission Delivery Plan

Outline Low Emission Delivery Plan				
Objective	Action	Owner	Start Date	End Date
	1. General			
1a. Ensure all relevant Council strategies consider and support measures to improve air quality and health outcomes in partnership with stakeholders	Ongoing engagement with all relevant strategies and statutory plans that have a direct or indirect impact on AQ., i.e. Carbon Management Plan, Climate Change Strategy, Local Plan, Strategic Transport Infrastructure Plan , Local Transport Plan, Corporate Procurement Strategy, Wellbeing Strategy etc. to ensure AQ impacts are considered and low emission measures are supported through policy adoption within these strategies.	Various	Sept 2018	Dec 2025
	2. Evidence for Change			
2a. Provide a robust framework for monitoring and modelling air quality across Slough	Replace monitors and enclosure at Pippins School, Colnbrook with walk-in cabinet	EQ – Sophia Norfolk	March 2021	Dec 2021
	Decommissioning of Salt Hill monitoring station	EQ – Sophia Norfolk	Jan 2021	Feb 2021
	Replacement of Chalvey monitoring station	EQ – Sophia Norfolk	Jan 2021	March 2021
	Installation of a new roadside continuous air quality monitoring station in Langley, to observe air quality trends. Proposed location is on Langley High Street	EQ – Sophia Norfolk	Jan 2021	March 2021
	Installation of diffusion tubes in background locations to determine ambient NO2 concentrations	EQ – Sophia Norfolk	Completed May 2020	
	Installation of diffusion tubes to co-locate with Vaisala air quality sensors during Defra funded project	EQ – Sophia Norfolk	Completed June 2020	
	Installation of diffusion tubes in local roads around Town Centre to determine ambient NO2 concentrations	EQ – Sophia Norfolk	Completed December 2020	
	Commissioning of detailed air quality modelling and source apportionment during 2020 to determine pollutant sources and establish baseline NO2 and PM concentrations	EQ – Sophia Norfolk	Jan 2020	Mar 2021

2b. Use national and local data to assess the impact on health of Slough residents arising from air pollution	We report annually on Public Health Outcomes Framework (PHOF) that illustrates and reports on the fraction of mortality associated with particulate air pollution.	EQ – Sophia Norfolk	Annually reported in June within our Annual Status Report submitted to DEFRA	
2c. Work with local health professionals to promote awareness of the impact of vehicle emissions on health	Promote educational awareness through council air quality webpages	EQ – Sophia Norfolk	Jan 2020	Dec 2020
	Promote AirTEXT (measure: number of subscribers)	EQ – Sophia Norfolk	Jan 2014	Dec 2025
	Implementation of the communication campaign to raise awareness	EQ – Sophia Norfolk	Jan 2021	June 2021
	Public Health Slough Website – dedicated air quality pages – (completed)	EQ – Sophia Norfolk	Completed May 2019	
	Clean Air Day – Prepare for PR event for Clean Air Day	EQ – Sophia Norfolk	June 2021	
3. Creating a Low Emission Future				
3a Provide measures to improve vehicle emissions through the Transport Strategy and Local Transport Plans	Promote modal shift away from cars to sustainable transport modes, including public transport, walking and cycling via the Strategic Transport Infrastructure Plan (STIP) and new Local Transport Plan (LTP4)	MIP – Savio DeCruz	Jan 2019	July 2021
	Undertake a Clean Air Zone (CAZ) feasibility study in line with the national Clean Air Zone Framework (subject to funding) see details in 4a	EQ – Sophia Norfolk/Olivia Flint	June 2020	June 2021
	Promote the uptake of ultra-low emission vehicles (ULEV) in line with the Slough Electric Vehicle Plan	EQ – Jason Newman/Olivia Flint	Sept 2018	Dec 2025
3b Provide policies to support improvements in air quality through the Local Plan	EQ input into the Local Plan process and adoption of AQ policies within the new Local Plan (expected to be completed by 2022)	Planning Policy – Paul Stimpson	June 2020	Dec 2022
3c Develop air quality and planning guidance to promote air quality mitigation at design stage and support wider air quality improvements through off-set mitigation	Adopt Air Quality Planning Guidance to provide clarity to developers through the planning system (Specified within LES – revise as part of LES review and Local Plan process)	EQ – Olivia Flint Planning Policy – Paul Stimpson	Sept 2018 (LES)	Dec 2022 (Local Plan)
	Seek air quality mitigation to be integrated into major development schemes at the design stage	EQ – Sophia Norfolk/Olivia Flint	Sept 2018	Ongoing

	<p>Require appropriate air quality mitigation, proportionate in scale and kind to development scheme impact, including off-set mitigation on major schemes (s106 contributions)</p> <p>Adopt emission controls for non-road mobile machinery (NRMM) (Major Schemes) in line with current standards</p>	<p>EQ – Jason Newman EQ – Olivia Flint</p> <p>EQ – Olivia Flint</p>	<p>Started</p> <p>Sept 2018 (LES)</p>	<p>Ongoing</p> <p>Update (June 2021)</p>
3d Introduce specifications for electric vehicle charging as part of new development schemes	Introduce standards for plug-in vehicle charging on new development schemes (update as necessary specified in the LES)	EQ – Jason Newman	Completed (annual review)	
3e Implement vehicle emission standards through Social Value procurement practices	<p>Introduced through LES and used for procurement of RMI , DSO fleet, and Corporate repairs and Community Transport contracts. (ensure included in any new Corporate Procurement Strategy)</p> <p>Require minimum vehicle emission standards as part of Social Value procurement processes where relevant</p> <p>Set emission standards for all major contracts eg maintenance etc, where vehicle use is inherent in the contract</p> <p>Ensure the Waste and Recycling Fleet complies with the Euro VI Emission Standard from 1st December 2017 (yes full compliance achieved)</p>	EQ – Jason Newman	Completed	2 year review
	The new Carbon Management Plan 2020-2030 sets an objective for the Council to reach carbon net zero emissions by 2030 – all Council fleet will be zero emissions at the tail pipe by March 2030	EQ – Jason Newman Fleet – Nigel Jakubowski	October 2020 (CMP)	March 2030

3f Consider whole life costs and alternatives to diesel in SBC vehicle fleet procurements	Use whole life costs (WLC) in the evaluation of vehicle procurement exercises, including the consideration of alternative to diesel technology	EQ – Jason Newman	Completed	As required (fleet replacement)
	Seek to migrate the refuse collection vehicle (RCV) fleet to natural gas / biomethane as part of the next procurement cycle (Jan 2024) rejected as still fossil fuel based approach – electric RCVS option being considered for next fleet cycle	EQ – Jason Newman Fleet – Nigel Jakubowski	Jan 2024	Dec 2026 (next fleet replacement cycle)
	Review the SBC light commercial fleet and pursue opportunities to transfer to plug-in vehicles where feasible (part of Fleet Challenge Programme)	EQ – Jason Newman Fleet – Nigel Jakubowski	Jan 2021	Dec 2025 (complete fleet transition to zero emission)
	All SBC light community service vehicles will meet the Euro 6/VI Emission Standard (achieved by 2022) SBC will comply with best practice laid down by the Government	EQ – Jason Newman Fleet – Nigel Jakubowski	Sept 2018	Dec 2022
3g Introduce Clean Air Taxi emission standards and infrastructure to support the take-up of ultra-low emission taxis	Set minimum emission standards for both Hackney Carriages and private hire vehicles (PHV) that comply with National Clean Air requirements and also promote the use of ultra-low emission vehicles (ULEV)	EQ – Jason Newman Licensing – Mick Sims	Completed	ULEV implemented in 2025

	Install a network of dedicated, rapid charging units to support the growth in ULEV taxi take-up	EQ – Olivia Flint	Started	Dec 2022
	Encourage the development of SMART APPS for taxi drivers to connect with electric charging infrastructure and for customers to connect to ULEV taxis	EQ – Olivia Flint	Dec 2021	Dec 2022
	Facilitate 'trade' days for taxi drivers to meet with ULEV taxi manufacturers / retailers, infrastructure providers and other support organisations	EQ – Olivia Flint	Jan 2022	Dec 2022
	Promote the use of ULEV taxis for public sector taxi contracts (post dates the strategy Dec 2025)	Fleet Operations Manager – Nigel Jakubowski	June 2025	Sept 2026
3h Implement the Fleet Challenge to reduce emissions from the SBC 'grey fleet'	Implement a Travel Hierarchy providing access to alternatives to car use to avoid unnecessary journeys and increasing the use of electric pool cars and bikes (completed)	EQ – Jason Newman	Completed	2 year review
	Build on the successful 'My Electric Avenue' Project to increase the take-up of ULEVs, reduce emissions and save costs for both staff and the Council (Fleet Challenge Programme Trial phase)	EQ – Jason Newman	June 2017	March 2021
	Expand the EV Pool Fleet over three phases (HQ, Hubs and Trust) subject to business case demonstrating return of investment (mandatory phase) – Impacted by COVID-19 and return to workplace	EQ – Jason Newman and Fleet Manager	April 2021	Dec 2025
4. Slough Clean Air Zone (CAZ) Framework				
4a Look at the feasible implementation of a Borough-wide Clean Air Zone (CAZ) including emission standards for buses, taxis, lorries and vans, in line with National Air Quality Plans	Appoint Transport and Air Quality modelling specialist: <ul style="list-style-type: none"> - Determine scenarios to run through transport model - Write formal task order for Transport model - Write Air Quality modelling RFQ 	EQ – Sophia Norfolk/Olivia Flint	June 2020	July 2020
	Collect Automatic Number Plate Recognition (ANPR) Data <ul style="list-style-type: none"> - Procure ANPR cameras (procurement sign off) - Deal with GDPR regulatory requirements for personal data - Install ANPR - Run ANPR for 2-3 weeks 		May not be possible to complete this stage until 2021 due to COVID-19 disruption	

	- Analysis of ANPR data			
	Run Transport Model: - Scenario 1: 2017 baseline - Scenario 2: 2022 Implementation Date - Scenario 3: 2026 Future Year - Scenario 4: CAZ B 2022 and 2026 - Scenario 5: CAZ C 2022 and 2026 - Scenario 6: CAZ combination 2022 and 2026		June 2020	Dec 2020
	Run Air Quality Model: - Scenario 1: 2017 Baseline - Scenario 2: 2022 Implementation Date - Scenario 3: 2026 Future Year (do minimum) - Scenario 4: CAZ B 2022 and 2026 - Scenario 5: CAZ C 2022 and 2026 - Scenario 6: CAZ combination 2022 and 2026		June 2020	Feb 2021
	Prepare Feasibility Study Report – internal review Prepare and present recommendation to CMT Prepare and present recommendation to Cabinet Business Plan to be developed if approved by CMT/Cabinet – require Public and Business Consultation. Process is likely to take 18-24 months for full implementation of a CAZ		Dec 2020 Nov 2021 Nov 2021 Dec 2021	Dec 2021 Dec 2021 Dec 2021 Dec 2022
4b Implement measures to support the take-up of ultra-low emission vehicles (ULEV) through the development of a Slough Electric Vehicle Plan	Develop a Slough Electric Vehicle Plan – links to the development of the low emission programme and delivery plan – presented to Cabinet in December 2020 Promote ultra-low emission buses through the Slough Electric Vehicle Plan	EQ – Jason Newman	Jan 2020	Dec 2020

4c Work in partnership with bus and freight operators to reduce emissions	Work in partnership with bus and coach operators to identify an emission reduction pathway to 2025	Operations Place – Savio DeCruz EQ – Jason Newman/Olivia Flint	Started	Dec 2025	
	Promote alternatives to heavy diesel such as methane/biomethane and electric			Ongoing	Dec 2025
	Require a minimum Euro VI emission standard for new, tendered commercial bus route services through Slough from 2018			Started	Dec 2021
	Require a minimum Euro VI Standard for all existing commercial bus routes operating in our AQMAs by 2021 (we are meeting significant resistance and may need to extend deadline)			Nov 2020	Jan 2021
	Undertake an electric bus route trial (November 2020) in the Town Centre			As required	
	Support, where possible, funding opportunities to reduce emissions			Jan 2019	Dec 2022
Promote ultra-low emission corridors as part of the Slough Mass Rapid Transit (SMaRT) and Heathrow developments					
4d Work in partnership with Highways England to reduce the impact of vehicles on the Strategic Road Network (M4)	AQ monitoring being undertaken for the SMART M4 motorway and ongoing AQ mitigation where required	EQ – Sophia Norfolk	Started	June 2022	
4e Ensure Heathrow Airport expansion does not impact on pollution levels but help us realise the potential benefits of this opportunity to improve air quality in Slough	Ongoing regular meetings with HAL discuss impact and mitigation of Heathrow expansion with respect AQ Dates based on submission of DCO application these may change On Hold	MIP – Savio DeCruz and EQ – Olivia Flint	June 2019	Airport Expansion on Hold	
4f Prepare a Low Emission Programme to deliver measures within the LES	Low Emission Programme.	EQ – Jason Newman	Started	Dec 2020 Cabinet approval	

	5. Communication and Delivery Plan				
5a Produce an integrated communications and delivery plan for measures in the LES	Development of delivery and communication plans. Present to Cabinet	EQ – Olivia Flint	Completed	Dec 2020 approval	

Appendix C: LOW EMISSION PROGRAMME MAPS

SLOUGH TRADING ESTATE



EXISTING

EV Recharging Infrastructure –

- Two public fast charging bays (22kW) at Cippenham Library and Britwell Community Centre on Council network with Polar; and
- Three dual fast chargers with PodPoint at Premier Inn Slough West on the Trading Estate.

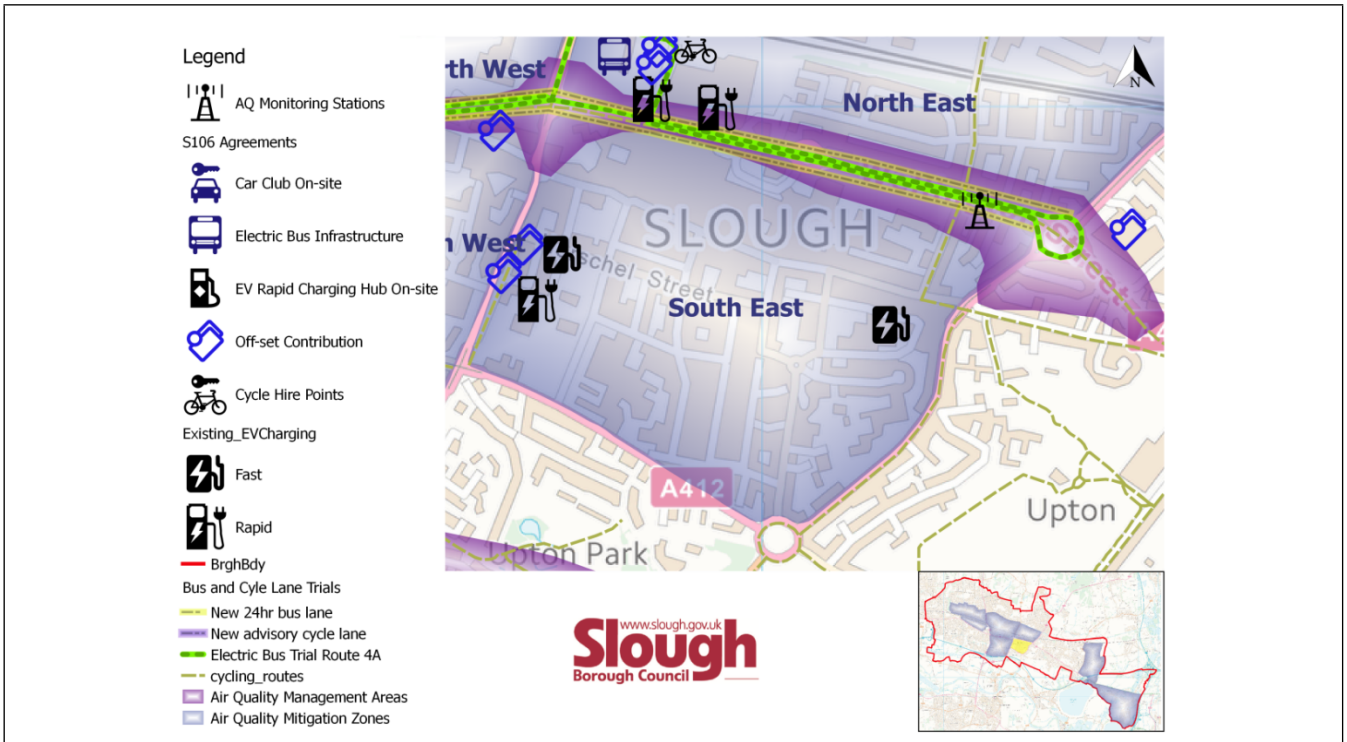
Cycling Infrastructure – Slough Bike Hire Scheme Hubs at Bath Road and Burnham Station

S.106 CONTRIBUTIONS/ OBLIGATIONS ¹		
225 Bath Road –	Pubic Rapid Charging Contribution	£25k
426-430 Bath Road –	AQ Monitoring Contribution	£10k
	Car Club Contribution	£30k
SSE Segro –	AQ Monitoring Contribution	£100k

PROPOSED	Cost, Source ¹ , Funding ¹		
Ultra Low Emission Vehicle Recharging Infrastructure –			
<ul style="list-style-type: none"> • On-street rapid Charging Infrastructure for Slough Trading Estate 	£50k	S	50%
<ul style="list-style-type: none"> • On-street rapid Charging Infrastructure (min. 3 rapid chargers) in vicinity of Burnham Station, possibly at Burnham Lane car park and / or Elmshott Lane car park; and on or near Bath Road 	£150k	S	0%
Taxi EV Infrastructure – Dedicated or priority EV Rapid chargers for EV Taxi/Licensed Private Hire Vehicle in vicinity of Burnham Station	£100k	G C	50% 50%
Slough Trading Estate EV Car Club – set up 4 bays in two locations within the Slough Trading Estate each with an electric charging point	£150k	S	0%
Bath Road EV Car Club – to set up 2 bays with one electric charging point on or near Bath Road	£100k	S	30%

¹ Source of Funding: C = Capital; T = Third-party investment; S = S.106; G = Grant

SOUTH EAST TOWN CENTRE



EXISTING

Fleet Challenge – SBC work place EV infrastructure for our Town Centre Office site with 1 rapid charger and 13 fast chargers
Air Quality Monitoring – Continuous nitrogen dioxide AQ Monitoring Station at Wellington Street
EV Recharging Infrastructure – 6 public fast charging bays at Herschel Multi-storey c/p and 4 public fast charging bays at Hatfield Road Car Park

S.106 CONTRIBUTIONS/ OBLIGATIONSⁱⁱ

Observatory House –	AQ Monitoring Contribution	£10k
	Pubic Rapid Charging Contribution	£10k
83-127 Windsor Road –	Car Club Contribution	£37.5k

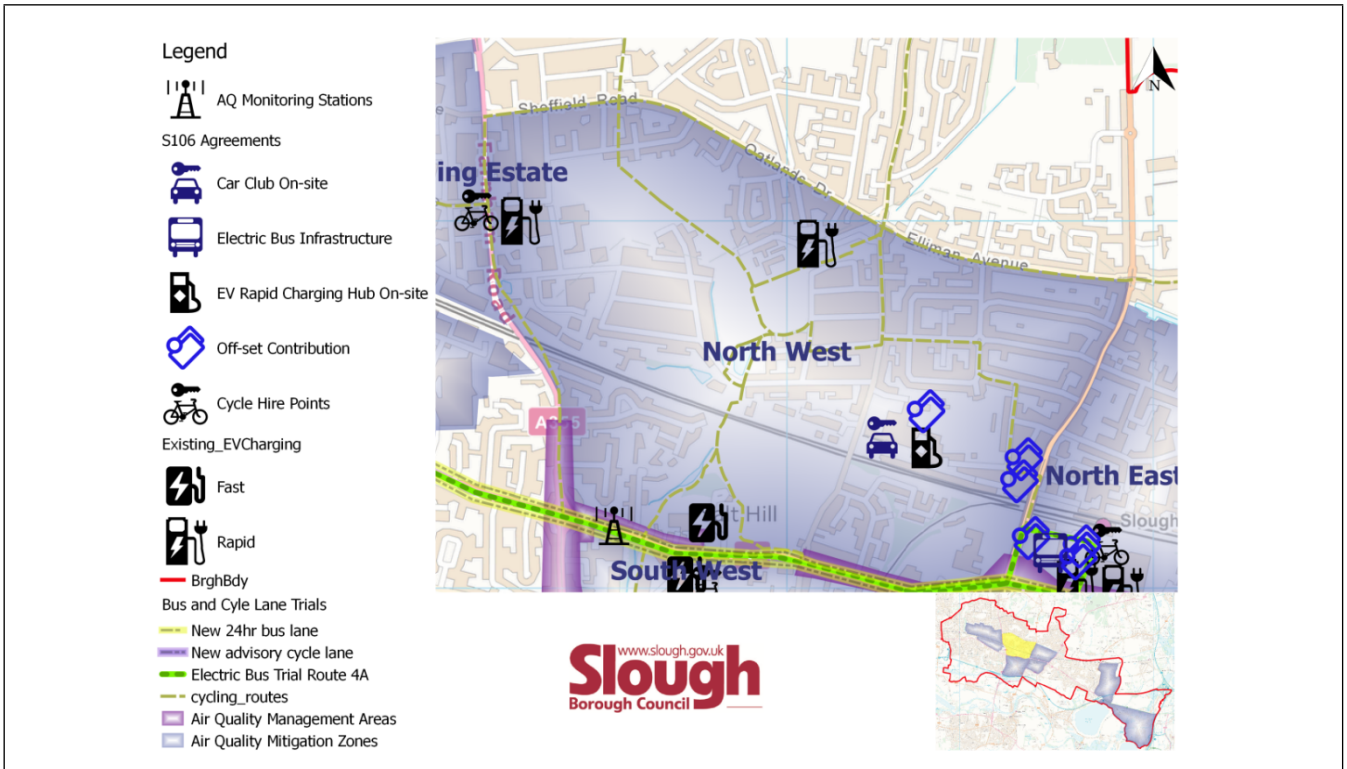
PROPOSED

Cost, Source², Fundingⁱⁱ

Air Quality Monitoring – Maintenance, repair and replacement over 5 years. New equipment to monitor particulates.	£110k	S	10%
Ultra Low Emission Vehicle Recharging Infrastructure –	£350k		
• On-street - 2 rapid chargers in and around the town centre		S	10%
• On-street - 10 fast chargers will be installed within town centre		S, G	0%
• Off street (Council Car Parks) - 10 additional fast chargers and 2 rapid chargers in the town centre		S, G	0%
Town Centre EV Car Club – Initial pilot, possibly in Windsor Road area, to set up 2 bays and one electric charging point; then same at two additional locations	£300k	S	10%
Taxi EV infrastructure – Dedicated or priority EV Rapid chargers for EV Taxi/Licensed Private Hire Vehicle at a minimum of three town centre locations	£150k	G C	50% 50%
Fleet Challenge* – new EVCP hub and head office infrastructure, new pool fleet, replacement warden fleet, replacement building management fleet, new dedicated operational fleet, replacement mayor’s car *(Borough wide, HQ and Hub locations)	£865k	C	100%
Cycling infrastructure –			
• Town Centre E-Bike/Scooter Hire Scheme - set up an E-Bike/Scooter (≥10 e-bikes/e-scooters)	£80k	S	0%
• Expansion of existing Slough Bike Hire Scheme with new Town Centre hub, 20 bikes, maintenance, and operation of scheme	£100k	S	0%

² Source of Funding: C = Capital; T = Third-party investment; S = S.106; G = Grant

NORTH WEST TOWN CENTRE



EXISTING

EV Recharging Infrastructure – Public rapid and fast charging at Farnham Leisure Centre and fast charging at Salt Hill Park on Council network with Polar; and Tesla destination charging at Baylis House Hotel.

Cycling Infrastructure – Slough Bike Hire Scheme Hub at Farnham Road Leisure Centre

AQ Monitoring – Windmill Road in AQMA3 Extension

S.106 CONTRIBUTIONS/ OBLIGATIONSⁱ

Horlicks Site – Car Club On-site	£250k	1A Stoke Road – Car Club Contribution	£14.4k
EV Rapid Charging Hub On-site	£50k	2 Stoke Gardens – Car Club Contribution	£32.4k
EV Supercharger Hub Contribution	£400k		

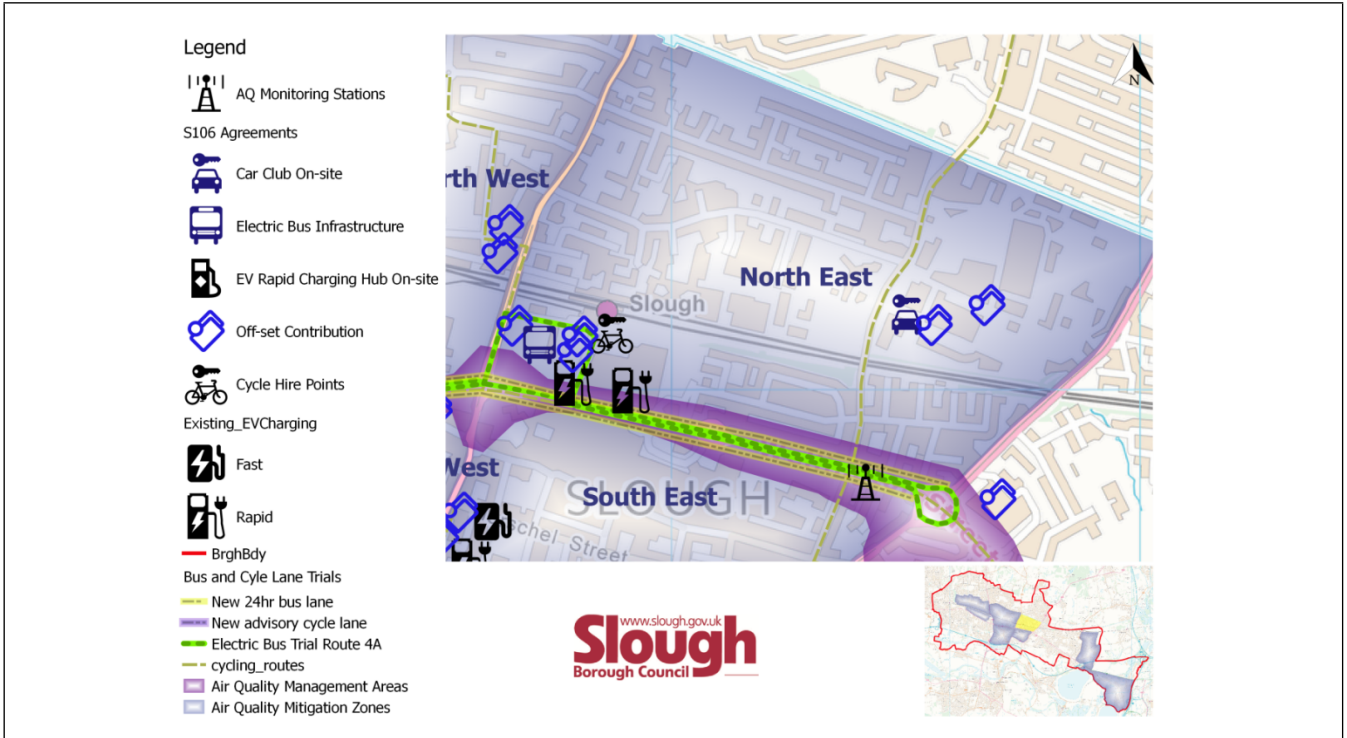
PROPOSED

Cost, Source³, Fundingⁱⁱ

Air Quality Monitoring – Maintenance, repair and replacement over 5 years. New equipment to monitor particulates.	£110k	S	40%
Ultra Low Emission Vehicle Recharging Infrastructure –			
• Off-street rapid Charging Infrastructure at two locations	£100k	S	70%
• Supercharger/ rapid charging hub at NW Quadrant (TVU)	£400k	S	100%
• EV Rapid Charging at Horlicks development	£50k	S	100%
EV Car Club – set up 4 bays in two locations each with an electric charging point and Car Club Hub (up to 20 bays) at NW Quadrant (TVU)	£200k	S	20%
	£500k	T, S	0%
Car club on-site at Horlicks development	£250k	S	100%
Cycling infrastructure – Expansion of existing Slough Bike Hire Scheme – Tuns Lane/A4 Hub, 10 bikes, maintenance, and operation of scheme.	£60k	S	90%

³ Source of Funding: C = Capital; T = Third-party investment; S = S.106; G = Grant

NORTH EAST TOWN CENTRE



EXISTING

EV Recharging Infrastructure – Public rapid charging at Brunel Way on Council network with Charge Your Car; and rapid and fast charging at Tesco Extra.

Cycling Infrastructure – Slough Bike Hire Scheme Hub at Slough Train Station

AQ Monitoring – Wellington Street in AQMA4

S.106 CONTRIBUTIONS/ OBLIGATIONSⁱ

<p>Akzo Nobel – AQ Monitoring Contribution Off-street & on-street EV Rapid Charging ¹ EV Taxi Rapid Charging Contribution ⁴ EV Car Club Contributions (Ph1 & 2)</p> <p>1 Brunel Way – Car club contribution AQ Monitoring Contribution</p>	<p>£110k £170k £80k £350k £10k £10k</p>	<p>Octagon – Replacement rapid EV Charger (Brunel Way); Electric bus infrastructure; & EV Taxi rapid Charging</p> <p>Brunel Bus Station – Phase 1 Electric Vehicle Infrastructure AQ Contribution</p> <p>78 Uxbridge Road – AQ Contribution</p>	<p>£tbc £10.7k £15k £37k</p>
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PROPOSED

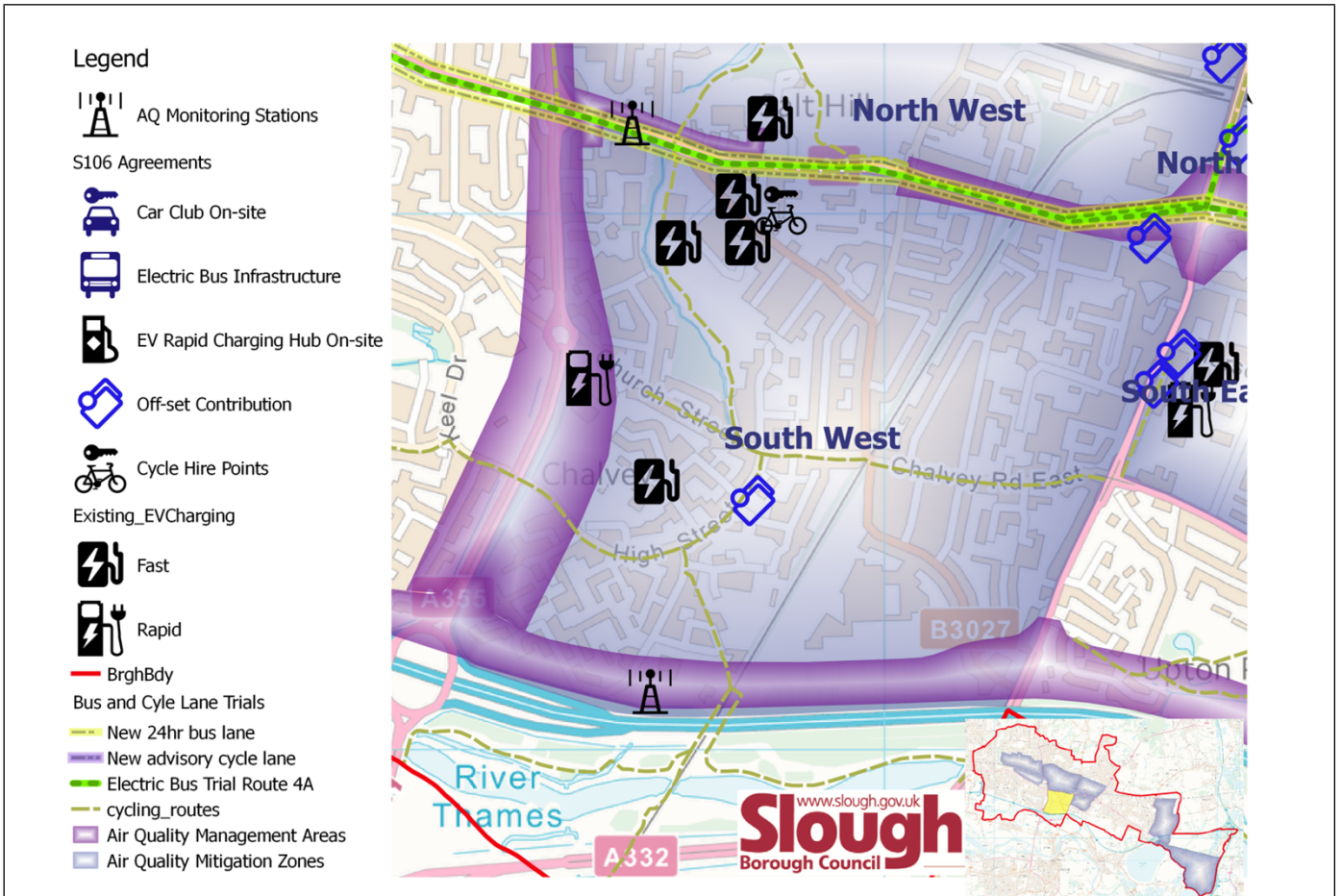
Cost, Source⁵, Fundingⁱⁱ

Air Quality Monitoring – Maintenance, repair and replacement over 5 years.	£110k	S	100%
Ultra Low Emission Vehicle Recharging Infrastructure – Public Off-street and on-street rapid Charging Infrastructure at two new locations, plus replacement of existing at Brunel Way	£150k	S	100%
Taxi EV Infrastructure – Dedicated/ priority charging in location near Station	£80k	S	100%
EV Car Club – set up 4 bays in two locations each with an electric charging point and Car Club Hub (up to 6 bays) at for Akzo Nobel site	£200k £200k	S	90%
Electric bus infrastructure – Electric bus services and Dedicated bus rapid EV charging systems at Brunel Bus Station and P&R at Brands Hill. Plus bus retro-fit programme for all Euro III, IV, and V buses	£2m £500k	S G, T, C	TBC% 0%

⁴ S.106 contributions for EV Rapid Charging (Public off and on-street and Taxi) from Akzo Nobel to be used within 3mi of development which may be in other town centre mitigation zones

⁵ **Source of Funding: C = Capital; T = Third-party investment; S = S.106; G = Grant**

SOUTH WEST TOWN CENTRE



EXISTING

EV Recharging Infrastructure – Public fast charging at Montem Lane and Chalvey Community Centre on Council network with Polar; and public rapid charging at Holiday Inn Slough.

Cycling Infrastructure – Slough Bike Hire Scheme Hub at Montem Lane

AQ Monitoring – Chalvey depot in AQMA 1

S.106 CONTRIBUTIONS/ OBLIGATIONSⁱ

Cornwall Hs, 67 High Street –	AQ Monitoring Contribution	£10k
9-15 High Street, Chalvey –	AQ Monitoring Contribution	£7.75k

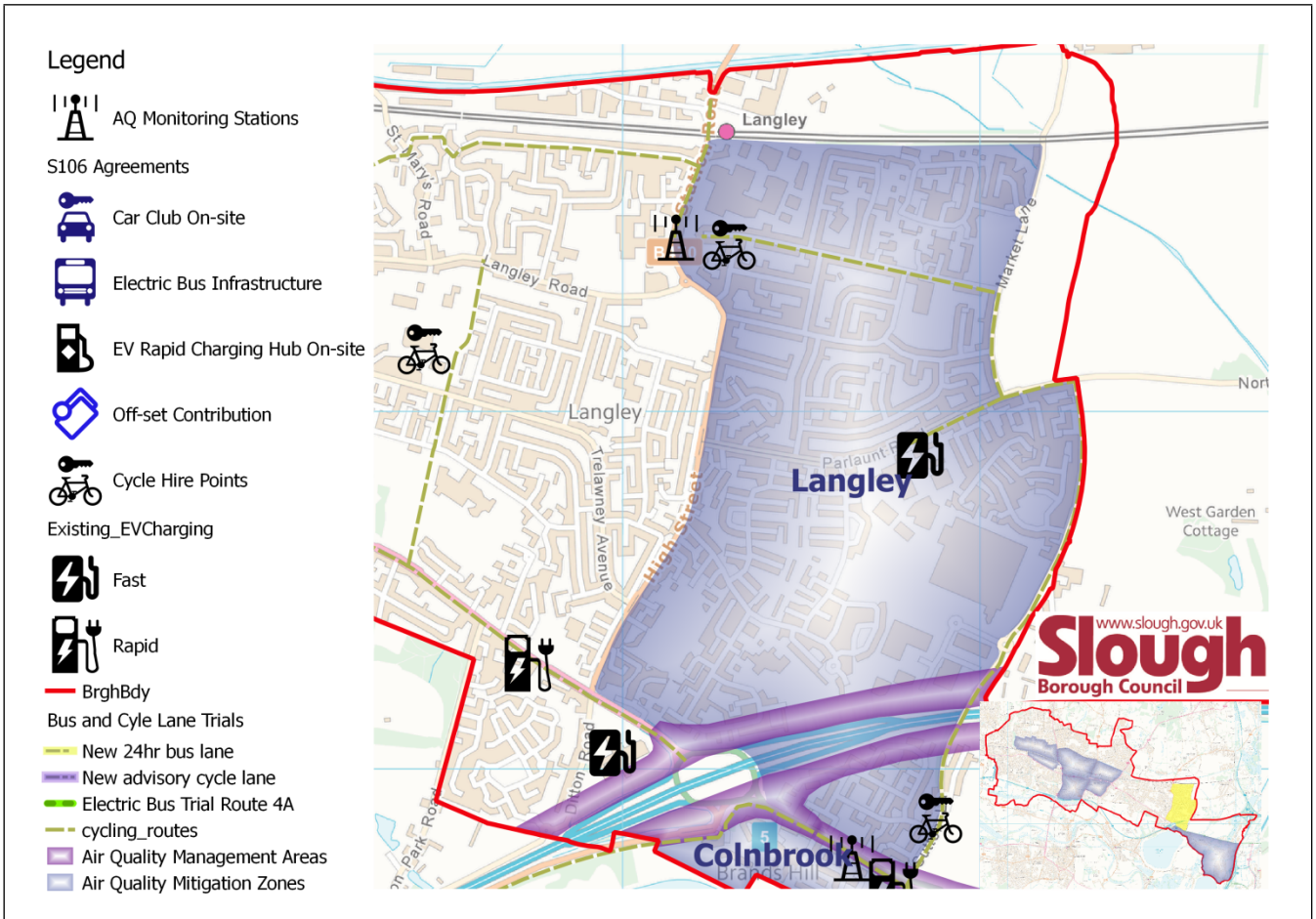
PROPOSED

Cost, Source⁶, Fundingⁱⁱ

Description	Cost	Source	Funding
Air Quality Monitoring – New station at location more representative of exposure. Maintenance, repair and replacement over 5 years	£110k	S	20%
Ultra Low Emission Vehicle Recharging Infrastructure – on-street or off-street public rapid charging infrastructure at 3 locations across the zone	£150k	S,G,T,C	0%
Taxi EV Infrastructure – dedicated or priority rapid charging infrastructure for EV taxi/ licensed private hire vehicles close to town centre	£50	G	50%
		C	50%
EV Car Club – part of Town Centre EV Car Club with 2 bays and one electric charging point	£100k	S	0%

⁶ Source of Funding: C = Capital; T = Third-party investment; S = S.106; G = Grant

LANGLEY



EXISTING

EV Recharging Infrastructure – Public fast charging at Langley Leisure Centre on Council network with Polar; and public rapid charging at Montague Arms on A4 Bath Road and fast charging at Mariott Hotel.

Cycling Infrastructure – Slough Bike Hire Scheme Hub at Harrow Market and off Trelawney Avenue

S.106 CONTRIBUTIONS/ OBLIGATIONSⁱ

Langley Business Centre – negotiations on-going	£tbc
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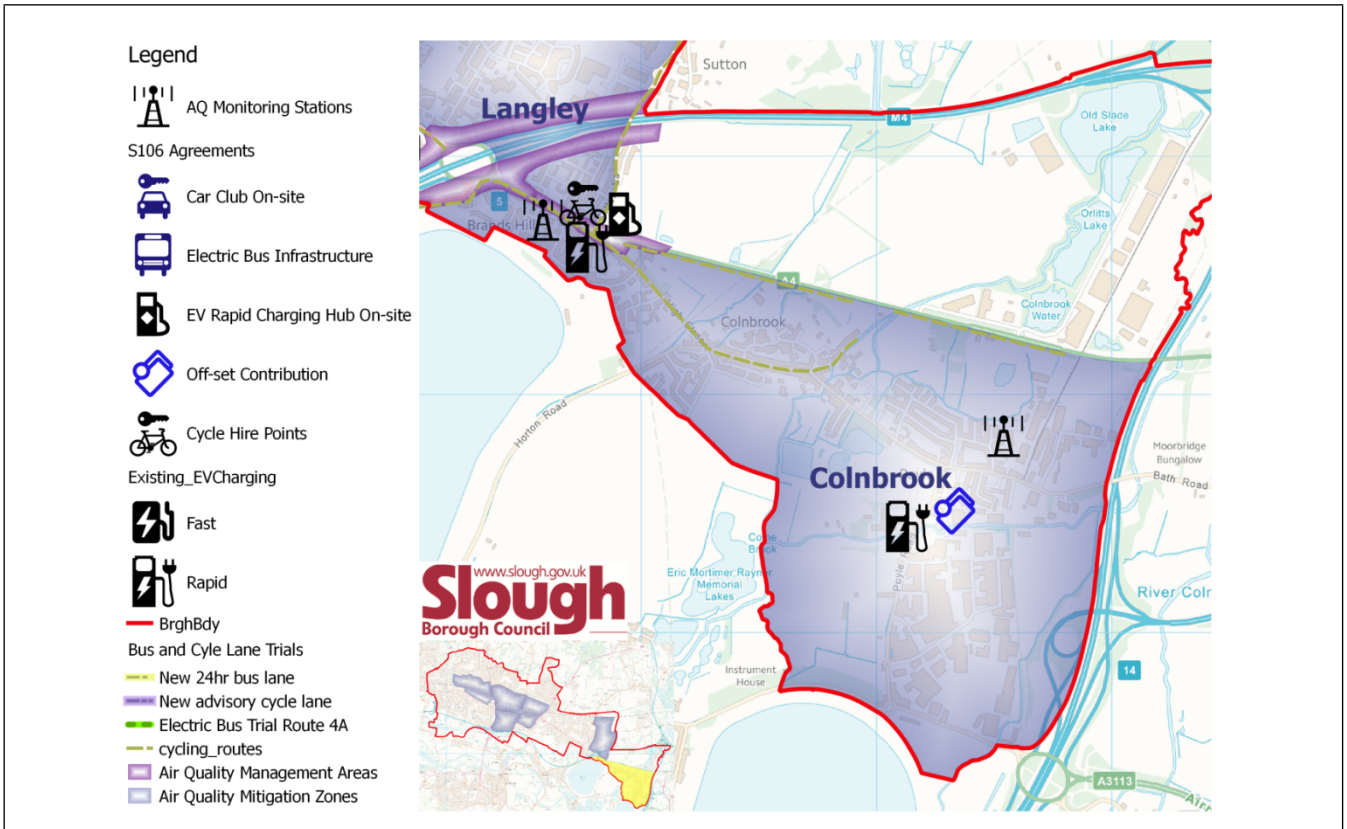
PROPOSED

Cost, Source⁷, Fundingⁱⁱ

PROPOSED	Cost	Source ⁷	Funding ⁱⁱ
Air Quality Monitoring – New station being installed on Station Road, Langley by end of 2020	£110k	S	TBC%
Ultra Low Emission Vehicle Recharging Infrastructure – public rapid charging (on or off-street) at two locations including at, or close to, Langley Station and Harrow Market	£100k	S	TBC%
Taxi EV Infrastructure – dedicated or priority rapid charging infrastructure for EV taxi/ licensed private hire vehicles at two locations including at, or close to, Langley Station and Harrow Market	£50k	G	50%
EV Car Club – set up 6 bays in three locations, each with an electric charging point, at or close to Harrow Market, Parlaunt Road and Trelawney Avenue	£300k	S	TBC%
Cycling infrastructure – to set up an E-Bike hub/ E-scooter hub (consisting of a minimum of 10 e-bikes/ scooters)	£80k	S	0%

⁷ Source of Funding: C = Capital; T = Third-party investment; S = S.106; G = Grant

BRANDS HILL, COLNBROOK AND POYLE



EXISTING

EV Recharging Infrastructure – Public rapid charging at Holiday Inn Brands Hill on Polar and Tesla Superchargers at Heathrow T5 Hilton, Poyle.

Cycling Infrastructure – Slough Bike Hire Scheme Hub at Sutton Lane

AQ Monitoring – Brands Hill in AQMA 3 and Pippins, Colnbrook (both NO₂ and PM₁₀)

S.106 CONTRIBUTIONS/ OBLIGATIONSⁱ

Windsor Hs, Mathisen Way – Ld N. of North Park Rd (Cemex) –	Car Club Contribution (Poyle Trad. Est.) Public Rapid Charger Contribution	£17.5k £51.7k
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PROPOSED

Cost, Source⁸, Fundingⁱⁱ

Air Quality Monitoring – Replace monitors and enclosure at Pippins. New PM _{2.5} analyser at Pippins/ Brands Hill. Maintain, repair and replace (10 yrs)	£220k	S C	20%
Ultra Low Emission Vehicle Recharging Infrastructure – on-street or off-street public rapid charging infrastructure at 3 locations across the zone.	£150k	S S,G,T,C	34% 0%
Public EV Charging Super Hub at Proposed Brands Hill Park & Ride ⁹	£5m	G	100%
HGV Hydrogen Refuelling Station – Brands Hill/ Colnbrook	£ ?	T	0%
Taxi EV Infrastructure – dedicated or priority rapid charging infrastructure for EV taxi/ licensed private hire vehicles close to town centre	£50k	S	0% ¹⁰
EV Car Club – Poyle Trading Estate EV Car Club with 2 bays and one electric charging point	£100k	S	17.5%
Cycling Infrastructure – new Colnbrook Village Hub (10 bikes)	£60k	S	0%

⁸ **Source of Funding: C = capital; T = Third-party investment; S = S.106; G = Grant**

⁹ Park & Ride at Brands Hill – costs and funding represent whole project totals

¹⁰ Taxi EV Infrastructure – no locations in this area currently included within OLEV Grant/ Capital funded programme, will require future S.106 funding

WEXHAM PARK



EXISTING

EV Charging Infrastructure – Workplace charging provided by Access Fund at Wexham Park Hospital

S.106 CONTRIBUTIONS/ OBLIGATIONSⁱ

(None currently available)

PROPOSED

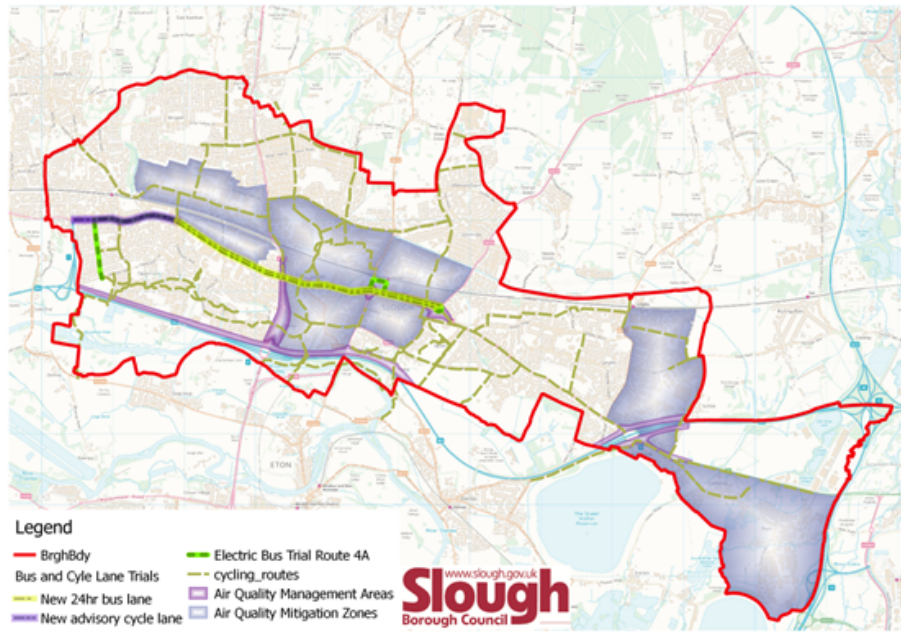
Cost, Source¹¹, Fundingⁱⁱ

PROPOSED	Cost, Source ¹¹ , Funding ⁱⁱ		
Ultra Low Emission Vehicle Recharging Infrastructure – Public charging infrastructure at Wexham Park Hospital with 2 rapid chargers nearby	£100k	S,G,T,C	0%
Taxi EV Infrastructure – dedicated or priority rapid charging infrastructure for EV taxi/ licensed private hire vehicles close to town centre	£50k	S	0% ¹²
EV Car Club – Wexham Park Car Club with 2 bays and one electric charging point	£100k	S	0%
Cycling Infrastructure – Expansion of existing Slough Bike Hire Scheme into Wexham Park Hospital (10 bikes)	£60k	S	0%

¹¹ **Source of Funding: C = capital; T = Third-party investment; S = S.106; G = Grant**

¹² Taxi EV Infrastructure – no locations in this area currently included within OLEV Grant/ Capital funded programme, will require future S.106 funding

BOROUGH WIDE



EXISTING

E-Scooter Trial – 12 month trial with 250 e-scooters at 60 parking stations, with 27 in town centre.
EV Vehicle Trials – 100% electric bus on route 4a between the Wexham Road roundabout and Cippenham as a partnership with Thames Valley Buses and BYD Uk, Winter 2020; and an electric refuse collection vehicle trial in Summer 2020
Bus and Cycle Lane Trial – 6 month road space reallocation trial along town centre A4
AQ Monitoring – Defra grant funded Low Cost Sensor Project trialling Vaisala monitors at 4 schools

S.106 CONTRIBUTIONS/ OBLIGATIONSⁱ

(None available outside AQ Mitigation Zones)

CAPITAL BORROWING¹³

Slough Electric Vehicle Plan	£1,338,000
EV Car club	£798,000

PROPOSED

Cost, Source¹⁴, Fundingⁱⁱ

Clean Air Zone (CAZ) Feasibility Modelling – scenario testing of whether a CAZ may be needed to reduce AQ levels	£100k	S	90%
Low Emission Public Transport¹⁵ – Bus SCR (Selective Catalytic Reduction) retro-fit programme for all Euro III, IV, and V buses operating in Slough	£500k	T	0%
Electric Bus service(s) for A4 corridor, including dedicated Bus rapid EV charging at the Brunel Bus Station and Park & Ride in Brands Hill	£2m	T	0%
Taxi Electric Vehicle Demonstration and Trial Project	£370k	G	0% ¹⁶
Planning Policy and Development Control – ensure policies to support AQ are in new Local Plan and Supplementary Planning Guidance prepared as appropriate. Developers Guide to be updated in interim. Continue to require AQ assessment and mitigation for all developments meeting LES threshold	£ n/a		
	£ n/a		

¹³ Capital Borrowing – capital funding for Slough Electric Vehicle Plan and EV Car Club, not yet allocated to any specific projects, and therefore not yet credited against any preceding funding %s.

¹⁴ **Source of Funding: C = capital; T = Third-party investment; S = S.106; G = Grant**

¹⁵ Low Emission Public Transport also appears in the North East AQ Mitigation zone, associated with Brunel Bus Station.

¹⁶ Taxi EV Demonstration and Trial Project - Grant decision pending from Defra AQ Grant Fund in February/ March 2021

BOROUGH WIDE

ⁱ Funding = % of funding currently secured

ⁱⁱ S.106 Contributions/ Obligations – includes both deposited funds and those agreed but not yet deposited. See Appendix D for further details of status of each S.106 agreement

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Appendix D: S.106 Air Quality and Low Emission Contributions

Deposited S106 Contributions

S106	Development	Contribution for	Total Deposited	Total Spent	Balance	Available	Total Committed	Total Spent	Remaining Committed
106/127	1-7 High Street	Towards a nitrogen dioxide monitoring project on Bath Road within vicinity of the site until 2010 plus index linking.	5,091.94	5,091.94	0.00	0.00	0.00	5,091.94	0.00
106/140	Land to the East of Horton Road	Towards the installation and subsequent operation of a solar powered traffic loop to monitor vehicle movements in the Brands Hill AQMA.	8,912.70	8,912.70	0.00	0.00	0.00	8,912.70	0.00
106/140	Land to the East of Horton Road	Towards the purchase installation operation and maintenance of a NOX monitor within the Brands Hill AQMA.	14,854.50	14,854.50	0.00	0.00	0.00	14,854.50	0.00
106/141	78 Uxbridge Road, Slough	The owner shall pay the Air Quality Contribution to the council prior to carrying out or permitting the carrying out of A Material Operation.	45,000.00	7,988.36	37,011.64	37,011.64	37,011.64	7,988.36	37,011.64
106/201	1 Brunel Way, Slough	Air Quality monitoring contribution to be paid before occupation	10,000.00		10,000.00	10,000.00	10,000.00		10,000.00
106/205	Cornwall House, 67 High St	Towards a new air quality monitoring network	10,000.00		10,000.00	10,000.00	10,000.00		10,000.00
106/217	9 to 15 High Street, Slough	Air Quality Monitoring Contribution towards a new air quality monitoring network, reporting and action planning	7,750.00		7,750.00	7,750.00	7,750.00		7,750.00
106/245	Observatory House, Windsor Road, Herschel Street, Slough	Air Quality Monitoring Contribution towards Town centre air quality monitoring	10,000.00		10,000.00	10,000.00	10,000.00		10,000.00
106/243	Land at Brunel Bus Station site	Air Quality Contribution	15,000.00		15,000.00	15,000.00	15,000.00		15,000.00
106/281	Land North of North Park Road, Richings Park, Langley SLO 9DJ	Air Quality Management Area Contribution (AQMA) towards the installation of a rapid electric vehicle charger to be located in Brands Hill, Slough	51,697.53		51,697.53	51,697.53	51,697.53		51,697.53
TOTAL			178,306.67	36,847.50	141,459.17	141,459.17	141,459.17	36,847.50	141,459.17

S106	Development	Contribution for	Total Deposited	Total Spent	Balance	Available	Total Committed	Total Spent	Remaining Committed
106/201	1 Brunel Way, Slough	Charging infrastructure towards development of comprehensive low emission on street rapid charging infrastructure in the town centre	30,000.00	30,000.00	0.00	0.00	0.00	30,000.00	0.00
106/243	Land at Brunel Bus Station site	Phase 1 Electric Vehicle Infrastructure	21,407.69	10,635.64	10,772.05	10,772.05	10,772.05	10,635.64	10,772.05
106/245	Observatory House, Windsor Road, Herschel Street, Slough	Public Rapid Chargers Infrastructure Contribution towards the development of comprehensive low emission on street rapid charging infrastructure serving the Windsor Road area	10,000.00		10,000.00	10,000.00	10,000.00		10,000.00
TOTAL			61,407.69	40,635.64	20,772.05	20,772.05	20,772.05	40,635.64	20,772.05

106/201	1 Brunel Way, Slough	Brunel Way Car Club contribution towards the provision of 2 bays and 1 electric charging point on Windsor Road	10,000.00		10,000.00	10,000.00	10,000.00		10,000.00
106/225	Northgate House, 1A Stoke Road	Car Club Contribution	14,405.72		14,405.72	14,405.72	14,405.72		14,405.72
106/273	83-127 Windsor Road	Car Club contribution towards the provision of a car club for the period of 3 years from first occupation of development, with free membership for each occupier of the development	37,500.00		37,500.00	37,500.00	37,500.00		37,500.00
106/286	Relating to land at Windsor House, Mathisen Way, Colnbrook SL3 0HB	Car club contribution due towards the Poyle industrial estate car club	17,500.00		17,500.00	17,500.00	17,500.00		17,500.00
M518-2019-16	2 Stoke Gardens	Contribution towards local infrastructure improvements which include £30,000 towards Stoke Road Car Club and £2,250 towards the shortfall of amenity space.	32,350.00		32,350.00	32,350.00	32,350.00		32,350.00
TOTAL			111,755.72	0	111,755.72	111,755.72	111,755.72		111,755.72

TOTAL (Unspent Deposited Contributions) £ 273,987

	Air Quality Programme
	Electric Vehicle Network
	Car Club

Agreed S.106 Contributions/ Commitments (not yet deposited)

Development	Contribution for	Total Expected (£)
225 Bath Road	EV Rapid Charger Contribution	25,000
426-430 Bath Road	Air Quality Contribution	10,000
	Car Club Contribution	30,000
Berkley - Horlicks	EV Car Club Contribution Phase 1	100,000
	EV Car Club Contribution Phase 2	150,000
	Provision of Public EV Rapid Charging Hub on-site (Phase 1)	50,000
	Off-site EV Super Charger Hub Contribution (Phase 2)	400,000
Akzo Nobel	AQ Monitoring Contribution	110,000
	EV Car Club Contribution Phase 1	150,000
	EV Car Club Contribution Phase 2	200,000
	Public Off-street EV Charger Contribution	85,000
	Public On-Street EV Charger Contribution	85,000
	EV Taxi Rapid Charger Contribution	80,000
SSE, SEGRO	AQ Monitoring Contribution	100,000
	<u>TOTAL</u>	<u>£1.575 million</u>

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14th December 2020

CONTACT OFFICER: Shabnam Ali,
Service Lead for Economic Development,
(For all enquiries) 07597 392742

WARD(S): All

PORTFOLIO: Councillor Balvinder S. Bains, Inclusive Growth & Skills

PART I
NON-KEY DECISION

UPDATE ON SLOUGH'S INCLUSIVE GROWTH STRATEGY 2020-25**1 Purpose of Report**

- 1.1 To update Cabinet on the delivery and implementation of the Inclusive Growth Strategy, adopted in June 2020 and the set up of the new Regeneration, Economy and Skills Board (RES) Board.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That it be noted that the Inclusive Growth Strategy and the associated action plan forms the organising framework for the public-private Slough Regeneration, Economy and Skills Board.
- (b) That the initial key projects being delivered under the framework for the Inclusive Growth Strategy which also forms part of the Recovery and Renewal Strategy be noted.

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

The Slough Inclusive Growth Strategy has the vision that:

Slough will be an economy which epitomises inclusiveness, diversity and resilience – where small businesses flourish, where large employers invest, and where residents have the opportunity to aspire and prosper. We will harness the value of our international connections and the potential of redevelopment and regeneration to present a confident and dynamic image to the world, where a rounded and sustainable approach to growth is intrinsic to our collective success.

It therefore complements the ambition with the Joint Wellbeing Strategy and the outcomes identified in the Five-Year Plan.

3a Slough Wellbeing Strategy 2020 -2025

The Slough Inclusive Growth Strategy aligns with the Slough Wellbeing Strategy 2020-2025. By embracing the behaviours set out in the inclusive growth strategy, it

can contribute to the realisation of all four Slough Wellbeing Strategy 2020 2025 priorities. The Inclusive Growth Strategy can contribute most directly through the activities included in Priority 3: Strong Healthy and Attractive Neighbourhoods which focuses on both and existing and newly created neighbourhoods. Actions under this priority include:

- Increase levels of resident satisfaction with local place, and improve levels of happiness.
- Improve life chances of residents, by focusing on areas such as housing, poverty, education and employment.

In addition, Priority 4: Workplace Health sets out priorities which include :

- Build connections with local businesses in Slough to promote information about Workplace Health, and establish a set of Wellbeing Awards to celebrate success and best practice from employers.
- Create a toolkit of resources and materials relating to Workplace Health for employers and staff in Slough, particularly in relation to the COVID-19 recovery.

3b **Five Year Plan Outcomes**

The Slough Inclusive Growth Strategy has the vision that “Slough will be an economy which epitomises inclusiveness, diversity and resilience – where small businesses flourish, where large employers invest, and where residents have the opportunity to aspire and prosper. We will harness the value of our international connections and the potential of redevelopment and regeneration to present a confident and dynamic image to the world, where a rounded and sustainable approach to growth is intrinsic to our collective success.”

The implementation of the Slough Inclusive Growth Strategy is therefore closely aligned with the Outcome 5 of the Five-Year Plan that “*Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.*”

It will also help to address the following outcomes of the Five-Year Plan:

- *Outcome 3: Slough will be an attractive place where people choose to live, work and stay.* Tackling inequality and taking a broader view of growth are two of the behaviours enshrined in the Slough Inclusive Growth Strategy. Improving job matching between residents and local demand for workers will raise the employment rate, directly impacting the income; employment; and education, skills and training domains of the Indices of Multiple Deprivation.
- *Outcome 1: Slough children will grow up to be happy, healthy and successful.* In delivering the strategy and embracing the behaviours, particularly *tackling inequality* and *taking a wider view of growth*, pathways to high-quality employment can be created and promoted to Slough residents, including vulnerable young people. These pathways can lead to higher educational attainment across the Borough and help efforts to reduce the numbers of residents not in employment, education or training (NEET).
- *Outcome 4: Our residents will live in good quality homes.* In the Inclusive Growth Strategy, under priority 3: Regeneration and Infrastructure the strategy aims to

improve affordable housing provision reflecting demand, while more broadly the drive to offer rewarding work in the Borough together with a new higher education presence can drive relocations to Slough, supporting house building and building on successful residential-led regeneration delivered through the completion of Mile Stone, the Old Library and Wexham Green.

4 Other Implications

(a) Financial

There are no financial implications for this Strategy and the RES Board, in year. However, the expectation is that when the delivery of the aim, objectives and associated Action Plan with projects identified commences, there will be demands for funding that will be made through Growth Bids as required in future financial years.

(b) Risk Management

The strategy explicitly identifies the need to take “*managed risks* to ensure the Borough reaches its full potential” (page 69).

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Regeneration, Economy and Skills Board (RES) has now been set up.	Action planning has now started to ensure the Economy of Slough gets back to the position before COVID 19 and can be maintained at that level.	Ongoing. Will continue to meet and follow through with actions set out. Thus will continue in the implementation and future development of the Strategy	6 (marginal impact, low probability)	Continue with Governance Plans, Terms of Reference and Actions Plans will be developed jointly with Stakeholders Ongoing monitoring of delivery of social value and impact on deprivation.

(c) Human Rights Act and Other Legal Implications

It is not considered that there are any Human Rights Act implications resulting from this report.

(d) Equalities Impact Assessment

The Slough Inclusive Growth Strategy explicitly identifies differing rates of economic participation across Slough, with the ambition of allowing all residents to thrive. The Strategy advocates interventions that support people from harder-to-reach backgrounds and the Borough’s diverse communities to enter work, which offers flexible employment and introduces opportunities to be economically engaged.

(f) Property

Projects mentioned in bullet points 5.3 and 5.4 are located in Observatory House 5th Floor using external funding from MHCLG to fit out and design spaces appropriate to the projects.

(g) Carbon Emissions and Energy Costs

The Inclusive Growth Strategy has the ambition that, including the reduction of emissions, the improvement of environmental quality and an increase in renewable energy provision among its measures of success.

5 **Supporting Information**

5.1 **Inclusive Growth Strategy**

Slough Borough Council (SBC) new Inclusive Growth Strategy (IGS) 2020-25 sets out the need to deliver growth that all Slough residents can benefit from. It will create an environment that will allow people to thrive and enjoy an exceptional quality of life. This strategy is closely aligned to the council's emerging Recovery and Renewal Strategy and complements the ambition in the Wellbeing Strategy and outcomes identified in the Five-Year Plan.

To deliver the vision in the IGS, six strategic priorities have been developed:

1. Creating secure and productive jobs
2. A skills system working for all
3. Regeneration and infrastructure unlocking growth
4. Enterprise and scale up ecosystem
5. Inclusive and sustainable neighbourhoods
6. Connecting and celebrating Slough

5.2 **Regeneration, Economy and Skills Board**

The Regeneration, Economy and Skills Board (RES) was set up as a strong private-public sector partnership to implement and deliver key projects as identified in the IGS. It will ensure businesses are able to thrive and people and communities that live and work in the borough enjoy inclusive and exceptional quality of life.

RES Board members:

<u>Company / Organisation</u>	<u>Job Title</u>
Thames Valley Chamber of Commerce	CEO and Chair of RES
Slough Borough Council	Service Lead Economic Development AD Schools Services
The Windsor Forest Group	CEO
Royal Holloway University	Head of Knowledge Exchange & Enterprise
Learning to Work	Operations Director
Heathrow Airport Limited	Local Authority Business Engagement Lead
Morgan Sindall - SUR	Senior Development Manager
JLL	Head Of South East Office Markets

British Land	Planning Executive
British Land	Development Officer
Segro	Business Unit Director
Akzonobel	Head of Communications & Public Affairs, UK&I
Slough CVS	CEO
DWP	Partnership Manager
Telefonica O2	CEO

The key role of the board is to own the Inclusive Growth Strategy 2020-25 (IGS) and help direct successful implementation. Although the council plays an active leadership role in the execution of the strategy, this is about wider economic impacts. We want key stakeholders, partners and residents to feel involved and connected to the strategy and ensure they have had the opportunity to play an active role in its success.

Members of the Board are a good mix of senior strategic partners in the private, education, regeneration and community sectors, who take a long term view of the needs of the Borough and can support collaboration and partnership working for the good of the economy. Such a joint approach of these Partners in the Borough, has not existed for a while. It presents an opportunity to deliver and achieve much more collectively.

The first RES Board meeting (July 2020) resulted in the creation of work streams and working sub-groups, to work on the development of specific initiatives.

If this was important before Covid-19, this is now going to be a critical vehicle for our town and region as we face these unprecedented and challenging times. We need to work together, quickly and effectively to build a strong economy needed now and for the future by responding effectively to the Covid 19 related challenges.

Several vital projects are already in development phase including the creation of Slough Innovation Space, Future Skills Hub and a sector specific academy approach. All of which have been identified as projects that will support the challenges around business survival and high unemployment due to Covid 19.

5.3 Slough Innovation Space

Slough Borough Council has been awarded ERDF funding to develop the Slough Innovation Space (SIS), that will improve Research & Development and innovation, collaboration across the Berkshire eco-system of local authorities, businesses, academia and other innovation providers such as the Growth Hub

The project will create:

- new 924 Sq/m innovation space that helps tech SMEs successfully commercialise innovative products and services
- The SIS 'Hub' will promote close collaboration between the universities, Slough Borough Council and SIS businesses through a busy schedule of R&D focussed talks, events and workshops
- It will also host frequent Slough Solves brains trusts events to solve local social, economic and environmental issues
- The SIS facilities and environment actively support the Smart Specialisation, for example by providing an ongoing process of learning, a strong focus on innovation, and adding value to innovation actions via the established links with the local economy

The procurement process for the Design & Build operator as well as the Service operator of the SIS are in progress and the scheduled opening of the SIS is planned for April 2021.

5.4 Future Skills Hub

The aim of the Future Skills Hub project is to bring together partners across the borough, employers, Further Education and Higher Education providers and the Department for Work and Pensions to offer services to individuals in an accessible place within the town centre using innovative technology.

The immediate need to address the vast and rising unemployment level and a significant displacement of the labour market will be addressed by the Future Skills Hub through a coordinated approach to the brokerage of various services. By helping to link communities, education and skills providers and employers the Hub will play a central role in supporting with the recovery from the current Covid 19 related crisis. The Hub will bring alignment, structure and support to help those many who have faced or are at risk of redundancy and unemployment. By bringing HE provision to the borough for the first time, the Hub will also act as an enabling mechanism for crucial upskilling and reskilling and raise career aspirations preparing residents for future demands of the world of work. The ultimate aim of the Future Skills Hub is to enable residents to gain the relevant skills to be employable now and in the future by adapting to the changing needs of the labour market.

The services of the Future Skills Hub will include:

- employability training interventions incl. CV and interview techniques
- individual careers mentoring
- community outreach and Information, Advice and Guidance (IAG)
- qualifications and skills delivery
- apprenticeship, traineeship and Kickstart placement brokerage
- sector academy delivery

The opening of the Future Skills Hub is scheduled for April 2021.

5.5 Sector specific academy approach

The Future Skills Hub will offer a sector based academy approach to host the delivery of industry specific interventions with the support of DWP, FE and HE partners. The Construction Academy model has been developed to deliver specific employability and retraining services to residents and support construction business partners operating in the borough with the supply of a skilled workforce.

Our ambition is to introduce a new Berkshire-wide (East & West) Health and Care Academy that will fill an existing skills gap in the community, care and hospital sector. We have been liaising with Frimley Health Integrated Care System and Wexham Park Hospital regarding the potential to get more people (locally) trained into Nursing and Midwifery and wider health and care jobs. The new Health and Care Academy would complement the proposed Construction Academy, providing a broader range of opportunities for local people – providing an “easy pathway” into local and sustainable employment. We would also tackle the shortfall of trained BAME staff within the health and social care sector and would explore positive action in training to redress this imbalance – thus simultaneously creating jobs and tackling inequality. We will look at volunteering and apprenticeships as part of the package of opportunities. In addition to the Construction Academy, the proposed Health and Care Academy will have close ties to the Future Skills hub and proposals for a local university in Slough.

5.6 Strategic Context

The table below illustrates how the Strategy and Board interact with each other and support particular themes for projects.



6 Comments of Other Committees

This report has not been considered by any other committees.

7 Conclusion

The RES Board has now been set up and action planning has started, several vital projects such as the Future Skills Hub and Slough Innovation Space are already in development with new projects planned for the future as Board meetings become more regular and capacity allows.

Appendix

- '1' RES Board Terms of Reference

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Terms of Reference *Signed and agreed 280720*

Context

As we face these unprecedented and challenging times, we need to work together, quickly, to build a strong economy needed now and for the future. The Regeneration, Economy and Skills Board (RES Board) will set us up for success, working together as a strong private-public sector partnership. It will ensure businesses that operate in the borough are able to thrive and people and communities that live and work in the borough enjoy an exceptional quality of life. This Board will play an active role in aligning to the Council's emerging Recovery and Renewal Strategy.

Inclusive Growth Strategy

Slough Borough Council (SBC) new Inclusive Growth Strategy (IGS) 2020-25 sets out the need to deliver growth that all Slough residents can benefit from. It will create an environment that will allow people to thrive and enjoy an exceptional quality of life. This strategy is closely aligned to the council's emerging Recovery and Renewal Strategy and complements the ambition in the Wellbeing Strategy and outcomes identified in the Five-Year Plan.

The IGS 2020-25 has a vision that:

“Slough will be an economy which is defined by its inclusiveness, diversity and resilience – where small businesses flourish, large employers invest, and where residents have the opportunity to aspire and prosper. We will harness the value of our international connections and the potential of redevelopment and regeneration to present a confident and dynamic image to the world, where a rounded and sustainable approach to growth is intrinsic to our collective success.”

By supporting the RES Board and/or its actions groups, you are demonstrating your support of the Slough Inclusive Growth Strategy and will have the ability to co-create and shape an action plan that works for all now and in the future.

What is the purpose of the board?

The key role of the board is to own the IGS 2020-25 and help direct successful implementation. Although the council will play an active leadership role in the execution of the strategy, this is about wider economic impacts. We want key stakeholders, partners, and residents to feel involved and connected to the strategy and ensure you have all had the opportunity to play an active role in its success.

Priorities

To deliver the vision in the IGS, six strategic priorities have been developed:

1. Creating secure and productive jobs
2. A skills system working for all
3. Regeneration and infrastructure unlocking growth
4. Enterprise and scale up ecosystem
5. Inclusive and sustainable neighbourhoods
6. Connecting and celebrating Slough

Terms of Reference *Signed and agreed 280720*

RES Board membership (**)

Full list of members is listed below.

***This is subject to change and can be reviewed as a collective once we establish priorities and phase our work over Response, Recovery and Renewal*

Name	Organisation	Title
Paul Britton	TV Chamber of Commerce	CEO
Shabnam Ali	Slough Borough Council	Service Lead Economic Development
Kate Webb	The Windsor Forest Group	CEO
Mark Pearson	Royal Holloway University London	Head of Knowledge Exchange & Enterprise
Nancy Lalor	Learning to Work	Operations Director
James Holmes	Heathrow Airport Limited	Local Authority Business Engagement Lead
Katy Walker	Morgan Sindall Rep SUR	Senior Development Manager
James Finnis	JLL	Head of South East Office Markets
Julia Chowings	British Land	Planning Executive
Russel O'Hare	British Land	Development Director
James Craddock	Segro	Business Unit Director
(Camilla) Milly Hutchinson	Akzonobel	Head of Communications & Public Affairs, UK&I
Ramesh Kukhar	Slough CVS	CEO
Lucy Bowman	DWP	Partnership Manager
Johnny Kyriacou	Slough Borough Council	Service Lead School Effectiveness
Brendan O'Reilly	Telefonica O2	CTO

Behaviours

The IGS stresses that Slough Borough Council's strategic focus will be on delivering inclusive growth and seeks to protect the following behaviours:

- **Tackling inequality** – bridging the gap between those who benefit most from Slough's economic stature and those who do not
- **A broader view of growth** – viewing economic success through a broader lens of quality of life
- **Collective ownership** – civic, business and community leaders sharing in the responsibility of building a prosperous future for Slough
- **Thinking one step ahead** – being prepared for the trends and technologies that will shape Slough's economy in years to come
- **Building trust** – leadership founded on transparency, integrity and putting the people of Slough first
- **Environment first** - recognising that economic growth can be achieved in harmony with a more resilient and sustainable Borough

Terms of Reference *Signed and agreed 28/07/20*

To endorse these, the following behaviours should be reflected at the board.

- Full attendance at meetings
- Openness and transparency
- Respecting one another's views
- Focus on deliver and results
- Sharing learnings
- Adopting best practice
- Celebrating difference

Governance

Chair:	Paul Britton
Secretariat:	Slough Borough Council
Meeting frequency:	Monthly for the first 3 months then to be reviewed
Meeting duration:	1.5 hours (First meeting 2 hours run as a workshop)
Other forums:	The board will sit alongside the following established boards: <ul style="list-style-type: none">- Statutory Partnerships of Wellbeing- Safeguarding and Safer Slough

What are we going to achieve?

Jointly, create an action plan to ensure the successful delivery of the IGS 2020-25. This will be split across 3 phases.

1. The first stage will focus on response covering the current period until the end of 2020
2. The second stage will focus on recovery and cover period 6-24 months
3. The final stage renewal will focus on covering the period of 2-5 years, taking us to 2025

Output, deliverables, monitoring and reporting

Collectively, at the first meeting, we need to establish the top priorities that will be the key focus of the group for the first 6 months. This will enable us to review membership on the RES Board and any action groups that maybe required.

Key reading material

- Inclusive Growth Strategy 2020-2025
- Economic Development indicators 06/2020

Both sent by Josie in her welcome email

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levels and business viability. There is also significant anticipated growth in demand for children's and adult social care arising from the pandemic.

- 1.5. The latest Medium-Term Financial Strategy indicates that there remains a budget gap, between the Council's expected income and expenditure levels, of £8.615m in 2021/22 rising to £19.804m by 2023/24 (set out in Appendix F). The current gap in 2021/22 is partially caused by a one-off pressure of £5.4m, mostly arising from a one-off repayment of Business Rates, to a company situated in Slough, following a re-evaluation exercise undertaken by the Valuation Office Agency (VOA), an executive agency sponsored by HM Revenue & Customs. This is partially covered by an anticipated £4.5m general fund in projected underspend in 2020/21.
- 1.6. The Section 151 officer, in the Revenue Budget report to Full Council in February 2020, highlighted the low level of general reserves in Slough and Members had agreed a strategy to increase reserves substantially over the medium-term. The COVID-19 pandemic, and current financial position of Slough Children's Services Trust, has meant it may not be possible to implement this strategy in the short-term and, at the current time, the Council's available reserves are insufficient to cover the projected funding shortfalls in 2021/22 and beyond. Uncertainty around future levels of central government funding and the Department for Education (DfE), still to agree to fund the accumulated £5.5m deficit in Slough Children's Services Trust adds to the scale of this risk.
- 1.7. The Council therefore needs to consider the affordability of its services and ensure that, where they can afford to do so, service users meet the cost of the services they receive, as is the case in other councils. This report includes potential savings for reducing the Council's costs and it is essential that the Council is committed to transforming its services to keep within the ever tighter financial constraints it is likely to face in future.
- 1.8. While every attempt will be made to protect key services, it is important to highlight, and for Members to recognise, the level of savings required will inevitably impact on service levels in some areas. All impacts will be assessed and considered during the budget setting process. It is also important to highlight that the Council is required to make these savings in order to match its expenditure to its level of expected income from council tax, business rates and central government which is being severely reduced due to the COVID-19 pandemic. The Council will therefore be taking all actions necessary to ensure a balanced budget is delivered for 2021/22, as required by legislation. Members are also aware the Council has a strong history of balancing its revenue budget by year-end; and the Period 6 monitoring indicates significant in-roads have been made in reducing the Council's overspend from that reported to Cabinet at the end of Quarter 1.
- 1.9. Members and Officers are taking steps to reshape the Medium Term Financial Strategy as a result of the reduction in income growth due to Covid-19 to avoid the prospect of the possibility of the Council not being able to set a balanced budget in 2021/22 in February 2021. Thus avoiding the prospect of the Council's Section 151 Officer being required to issue a Section 114 notice.
- 1.10. Members are asked to note for information: there has been a change of central government guidance due to Covid-19. Now if the Section 151 officer within a local authority believes a Section 114 notice is required, he or she would need to write a formal report to their Council's Cabinet and Management team. Such an action would not result in more funding being provided by central government. Members are aware, the Council must always contain its expenditure within the

level of its available resources. This overarching principle has not changed due to COVID-19.

- 1.11. Even by implementing the measures outlined in this report and with further work over the coming weeks it appears unlikely the Council will be able to identify and implement enough measures to eliminate the current budget gap in 2021/22. As such it will, like many other Councils, need to apply to MHCLG for a one-off capitalisation directive to temporarily bridge the gap until additional savings are identified for future years when hopefully the impact of Covid-19 has subsided and the economic growth anticipated is achieved. If approved this would enable the Council to capitalise an element of revenue expenditure by using capital receipts or further borrowing to balance the budget as a one-off until income levels return.

2. Recommendations/Proposed Action

Members are recommended to:

Note:

- 2.1. The budget gap and the actions being taken to bridge it for 2021/22 – 2023/24. Note that the Housing Revenue Account, Dedicated Schools Grant, Capital Programme and the Flexible Capital Receipts Strategy to deliver future transformation and savings will be included in the February 2021 Budget and MTFS Report.

- 2.2. The need to set a balanced budget, each year, across the whole of the MTFS period

Approve:

- 2.3. The Council will apply for a capitalisation directive to enable it to balance the 2021/22 and 2022/23 budgets, allowing time to identify further savings whilst tackling the impact of COVID-19.

- 2.4. The Council repays its minimum revenue provision by using further capital receipts in 2021/22 and 2022/23; and creates full provision for these costs in the revenue budget by 2023/24.

- 2.5. The Council increase:

- 2.5.1. Its general band D Council Tax by 1.99% the maximum permitted without a referendum as previously planned; and

- 2.5.2. Its Adult Social Care Precept by 3.00% as assumed by Government in the recently announced spending review to cover the rise in demand and more complex needs arising from the pandemic including a growth in mental health issues.

- 2.6. The proposed service savings and efficiencies of £12.392m for 2021/22 to 2023/24, of which £9.067m relates to 2021/22 as set out in Appendix C be submitted to Full Council in February for approval.

3. Appendices

3.1. The following appendices are attached to this report:

- Appendix A Summary of General Fund Revenue Budget 2021-22
- Appendix B Growth, Pressures and Unachieved Savings
- Appendix C Savings
- Appendix D Reserves Forecast to 2023/24
- Appendix E Budget Movements since October 2020 Report
- Appendix F Summary of MTFS 2021/22 to 2023/24

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

4.1. This report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council helps to ensure that it is efficient, effective and economic in everything it does. It helps to achieve the corporate objectives by detailing how the Council is delivering services to its residents within the financial parameters of the approved budget.

5. Other Implications

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	None
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	A number of posts may be affected by changes proposed. If necessary these will be managed through the council's restructure, redundancy and redeployment policy and procedure.	None
Equalities Issues	An EIA will be produced for each proposed saving	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial	Detailed within the report	None
Timetable for delivery	Risk of overspend and making further savings elsewhere	Decisions that could bring savings proposals forward
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

None.

(d) Equalities Impact Assessment

Services will need to complete an EIA for every proposal that has been put forward.

6. Policy Context

- 6.1. Despite COVID-19, the Council will still be spending over one hundred million pounds in 2021/22 delivering services to the residents of Slough and investing in the future of the borough through major capital schemes.
- 6.2. It is important that the Council considers how best it can continue to meet its policy objectives within the tighter financial constraints that it now faces.
- 6.3. This will undoubtedly require a level of prioritisation and the budget plans will focus on the following key policy outcomes, as set out in the Council's five-year plan:
 - Slough children will grow up to be happy, healthy and successful;
 - Our people will be healthier and manage their own care needs;
 - Slough will be an attractive place where people choose to live, work and stay;
 - Our residents will live in good quality homes;
 - Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.
- 6.4. These policy outcomes are not achievable without sustainable council finances. The proposals within this report have been developed to help make the Council more financially resilient in the future.
- 6.5. The Council always considers the affordability of the services it provides, so council tax-payers do not have to subsidise non-core council services.

7. Financial Context

- 7.1. The current Medium-Term Financial Strategy (MTFS) was approved by Council in February 2020 and assumed a mix of council tax increases, efficiency savings and income generation to balance the budget between 2020/21 to 2022/23. However, there were still un-identified, ongoing savings required of £4.680m over the period. That projection has now been extended by a further year, into 2023/24, and has been updated to include the latest assumptions.
- 7.2. The MTFS approved in February 2020 assumed, via the Capital Strategy, that the cost of providing for the Minimum Revenue Provision (MRP) element, required to repay the capital element capital spending would be funded each year from new capital receipts. MRP is £5.425m in 2021/22 rising to £6.215m in 2023/24.
- 7.3. In addition, the MTFS also approved £5.8m of transformation spend in 2020/21 and 2021/22 from capital receipts.

- 7.4. In the current financial year £10m of HRA capital receipts on the balance sheet can be used as an alternative funding source to fund MRP and transformation. The Council will sell more of its assets to fund MRP costs in 2021/22 and 2022/23 and transformation costs as a one-off until further savings or additional income is identified. The Strategic Acquisition Board is currently undertaking a root and branch review of all the Council's assets (including commercial assets) with a view to ensuring the Council has a flexible asset base suitable for delivering quality customer-focussed services. Assets deemed surplus to requirements will be disposed of as necessary.
- 7.5. Alongside other authorities, the Council has reviewed its use of capital receipts to fund MRP as an ongoing strategy. It is recognised this legal mechanism is not sustainable in the long-term as it requires the continual disposal of assets. Both CIPFA and MHCLG have made public announcements, following discussions with Peterborough City Council, that they have concerns regarding this approach whilst recognising that this approach is legal. To date, the current financial regulations remain unchanged.
- 7.6. It should be recognised that to completely withdraw from using capital receipts to fund MRP with immediate effect would increase the budget gap and force the Council to make significant and "unnecessary" service cuts at a time of national emergency or apply for a higher capitalisation directive which would achieve the same result. Therefore, the MTFs proposes withdrawing from the use of this strategy on a reducing basis over the medium term (by 1 April 2023). If this strategy is adopted, the Council will identify approximately £8m of assets for disposal, from an asset base of over £1bn which includes over £243m of land and buildings and £97m of investment property, over the next two years. If commercial assets are identified for disposal a further financial balance needs to be struck as they are currently being used to generate additional income for the general fund.
- 7.7. The Medium-Term Financial Strategy (MTFS) integrates strategic and financial planning over a three-year period. It translates the Strategic Plan priorities into a financial framework that enables members and officers to ensure policy initiatives can be delivered within available resources and can be aligned to priority outcomes.
- 7.8. The drivers for the Council's financial strategy are:
- To set a balanced budget over the life of the MTFs whilst protecting residents from excessive council tax increases, as defined by the government, through the legislative framework covering Council Tax referenda.
 - To fund priorities agreed within the period, ensuring that service and financial planning delivers these priorities.
 - To deliver a programme of planned reviews and savings initiatives designed to keep reductions to service outcomes for residents to a minimum.
 - To maintain and strengthen the Council's financial position so that it has sufficient contingency sums, reserves and balances to address any future risks and unforeseen events without jeopardising key services and delivery of service outcomes for residents.
 - Ensuring the Council maximises the impact of its spend to deliver priority outcomes in the context of reducing resources.

- 7.9. Like many councils, Slough faces considerable financial challenges, particularly increasing numbers, and costs of supporting vulnerable people and children in care. However, it has routinely been recognised that the Council's level of reserves are relatively low, in comparison to other Unitary Authorities, which means that it has less time and potentially fewer options than others to bring its budget into balance.
- 7.10. Slough has made a substantial commitment to regeneration, the provision of affordable homes and the development of the local economy. To fund this important investment borrowing has substantially increased which has an associated impact on the revenue budget.
- 7.11. In the current year Council spending has come under considerable pressure due to Covid-19. This has meant the Council has also found it harder to deliver savings than it had expected, which has meant that some savings targets have not been achieved with a knock-on impact in future years. These additional pressures are reflected in the 2021/22 budget proposals.

8. Proposed Budget 2021/22 – Interim Position

The proposed budget for Slough Borough Council is set out in the table below, with further detail provided in the Directorate budgets in Appendix A. Changes are analysed in Appendix E.

	Approved Budget 2020-21 £'000	Other Movements £'000	Savings £'000	Proposed Budget 2021-22 £'000
Adults and Communities	51,424	3,446	(1,671)	53,199
Children, Learning and Skills	40,632	1,705	(194)	42,143
Finance and Resources	10,826	3,408	(375)	13,860
Place and Development	20,947	307	(1,535)	19,719
Regeneration	(886)	332	(953)	(1,507)
Chief Executive	1,123	0	0	1,123
Total Service Budgets	124,066	7,781	(4,053)	127,794
Capital Financing	917	1,750	0	2,667
Other Corporate Budgets	0	2,481	(4,340)	(1,859)
Contingency for Covid-related costs	0	7,500	0	7,500
Net Council Spend¹	124,983	20,929	(9,067)	136,865
Financed by:				
Council Tax	(60,921)	(326)	0	(61,247)
Business Rates	(33,869)	121	0	(33,748)
Collection Fund (surplus)/ deficit	(1,970)	8,443	0	6,473
Revenue Support Grant	(6,222)	(201)	0	(6,423)
New Homes Bonus	(2,261)	514	0	(1,747)
Covid Support Grants	0	(7,500)	0	(7,500)
Other Government Grants	(18,970)	(568)	0	(19,538)
Movement (to)/from Reserves	(771)	(3,729)	0	(4,500)
Total Financing	(124,983)	(3,247)	0	(128,230)

Budget Gap 0 17,682 (9,067) 8,615

¹ Note Net Council Spend was shown as £124,212K in the February 2020 Budget Report. It has been correctly adjusted here to show the £771K movement from reserves in the Financing section.

8.1. Budget assumptions currently include:

- Revenue Support Grant from Government (£6.423m for 2021/22 increasing to £6.552m in 2023/23);
- New Homes Bonus Grant of £1.298m in 2021/22 and £0.547m in 2022/23
- A general Council Tax increase of 4.99% in 2021/22 (1.99% general and 3% Adult Social Care Precept); and 2.99% in the following two years;
- The Council will continue to receive a share of the £1bn of extra government funding for Adult Social Care in 2021/22 and a share of the additional £300m announced in the Spending Review.

- e) The Adult Social Care budget also relies on £3.873m of Better Care Funding (BCF) via the NHS.
- f) £12.392m of savings across the period of the MTFS;
- g) A contingency provision of £7.5m has been included for Covid related costs and is also assumed to cover any savings slippage. A further £1.1m contingency is built in for 2022/23 and 2023/24;
- h) Following central government's recent announcements concerning a public sector pay freeze, there is no allowance for a general pay award in 2021/22, although a provision has been included of £0.200m for staff on the lowest pay.

9. Budget Pressures

9.1 In 2021/22, budget pressures including pay, contract inflation and other corporate adjustments are expected to amount to approximately £17.682m. These are driven by a number of factors:

- a) **COVID -19** - in particular a substantial reduction in the income provided to the Council via Council Tax and Business Rates
- b) **Spending pressures on Children's Services and Adult Care** are placing increased pressure on council budgets.
- c) **Demographic changes** – as the population of Slough increases, demands on its services will also increase. To an extent this will be matched by additional council tax income.
- d) **External changes beyond the council's control**, such as changes to grant allocations from central government.
- e) **Previous spending decisions**– for example the borrowing costs associated with capital investments made by the council.
- f) **Under-delivery of savings** – some of the savings identified for 2020/21 have not been delivered and therefore have an impact on the 2021/22 budget.
- g) **Under-achievement of income targets** – in some cases it has not been possible to deliver increased income even by setting higher charges.

9.2. All budget pressures are set out in Appendix A and specific growth and unachieved savings are further detailed in Appendix B.

10. Proposed Savings

10.1 The Council approved £2.370m of savings for 2021/22 in February 2020. These savings have been reviewed and additional savings identified. These are currently in draft and business cases are being prepared to ensure that the amounts can be delivered in the time assumed. Savings are currently forecast as £9.067m for 2021/22. As such the amounts and phasing will change in the final budget report. These are summarised by Directorate below and set out in detail in Appendix C.

10.2 The estimated budget gap reported to Cabinet on 12th October was £15m. Despite identifying further savings and adding the impact of increasing Council Tax by the maximum permitted of 4.99%, further pressures have also been identified. The net result is a current budget gap of £8.615m including a one-off pressure of

£5.4m, mostly arising from a one-off backdated payment for a business rate re-evaluation that due to how this needs to be accounted for will impact in 2021/22. This can be partly funded by a projected £4.5m underspend in 2020-21 that will put aside as a reserve for this purpose.

10.3 The table setting out the movements since the budget gap was reported to Cabinet in October is set out in Appendix E.

10.4 The Council's challenge over the next three years is set out in the table below:

Budget Gap 2021/22 to 2023/24

	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000
Expenditure	124,212	136,845	138,214	149,519
Income	(124,212)	(128,230)	(125,290)	(129,715)
Budget Gap	0	8,615	12,294	19,804

10.5 The increases in 2022/23 and 2023/24 are partly related to planning to stop using capital receipts to fund MRP by the end of the MTFs period.

11. Funding

11.1 The Council relies on approximately £95m of Council Tax and Business Rates income to fund its net budget of £128m.

Council Tax

11.2 If people lose jobs, due to the pandemic, and cannot find alternative employment they will be entitled to Council Tax support which covers up to 80% of their Council Tax bill. If house building and home sales slow the Council's tax-base will grow at a much lower rate than previously anticipated. This has a direct adverse impact on the amount of income the Council is likely to receive in the future. The Bank of England has assumed an increase in unemployment from the October position of 4.8% to 6.8% in April 2021. It has therefore been assumed that the number of claimants will increase by 50% in 2021/22.

Business Rates

11.3 The next largest funding stream relates to Business Rates. 50% of Business Rates collected is returned to Government and 1% passed to the Fire Authority, leaving 49% to fund Council services.

11.4 In theory, as the business rates income is derived from local businesses, the Council should retain the remaining 49%. However, Business Rates are re-distributed across the country based on assumed need and a top-up and tariff system equalises business rate income across the country.

11.5 Businesses have been given some protection by central government, in 2020/21, via grants, Business Rate reliefs and the furlough scheme. Unfortunately, it is

anticipated some businesses will become unviable due to COVID-19. This will undoubtedly mean a reduction in Business Rates income. As such it has been assumed there will be a reduction of £0.121m in 2021/22.

11.6 Business rates income can be subject to significant volatility; one or two empty properties or appeals can have a substantial impact on the level of business rates collected. This makes it difficult to predict with accuracy the level of business rate income.

12. Public Sector Spending Plans

12.1 The 2021/22 Spending Review announcement, on 25th November 2020, included the following matters that are pertinent to the Council's finances and the wider environment in which it operates:

- The ability to levy an adult social care precept of up to 3% for a further year;
- A proposed general Council Tax referendum limit of 2%;
- Public sector pay increases, excluding NHS workers, will be paused in 2021/22 except for those workers earning less than £24,000 who will receive a minimum £250 increase
- Increasing Revenue Support Grant in line with inflation
- Maintaining the existing New Homes Bonus scheme for a further year with no new legacy payments
- £300 million of new grant funding for adult and children's social care, in addition to the £1bn announced as part of the Spending Review 2019 that is being maintained in 2021/22
- £1.55bn to meet additional expenditure pressures as a result of COVID-19
- £670 million of additional grant funding to help local authorities support (an estimated 4 million) households that are least able to afford council tax payments
- £0.8bn of funding for tax revenue losses; this is intended to cover 75% of irrecoverable Collection Fund losses in 2020/21 that would otherwise need to be funded through local authority budgets in 2021/22 and later years
- Extending the existing COVID-19 sales, fees and charges reimbursement scheme for a further three months until the end of June 2021
- The business rates multiplier will be frozen for 2021/22
- Additional financial support will also be available to local authorities facing the highest ongoing restrictions. This will support local public health initiatives through the Contain Outbreak Management Fund

12.2 Full details of the Local Government Finance Settlement and implications for the Council are due to be announced in mid-December by the Ministry of Housing, Communities and Local Government (MHCLG).

12.3 The Council have used this information in helping with its budget assumptions, set out below. However, the Local Government Finance Settlement, where the impact on Slough can be more accurately determined will not be announced until w/c 14th December 2020 and is subject to potential delays. This information will be used to update our budget assumptions in the budget report to Council in February 2020.

13. Reserves

13.1 Councils hold reserves for the following reasons:-

- a) **Covering unforeseen spending pressures** – for example a major flood or other incident could have a big, uninsurable, impact on council services. This would place undue pressure on the current year's budget.
- b) **Manage general risk and uncertainty** – councils operate in very uncertain times, where there can be significant changes to in year funding. This means that councils need to hold reserves to protect themselves against big funding shifts and buy them time to bring their budget into balance.
- c) **Meeting known risks and future commitments** – often these are known as earmarked reserves. These are reserves held for a specific purpose, for example an insurance reserve.
- d) **Holding monies on behalf of other bodies** – the schools revenue balances are an example of this.

13.2 Slough has total reserves of £15.799m at 31.03.20, which are split between general reserves of £8.173m and earmarked reserves of £7.626m. £5.72m of the reserves are committed leaving a remaining £2.154m could be released for general use in exceptional circumstances. Unallocated reserves are set out in the table below and in appendix D:-

	£m
General Reserves – minimum level	8.173
Available earmarked reserves	2.154
Total	10.327
Projected 2020/21 surplus	4.500
Total	14.827

13.3 It has been assumed that the £4.5m surplus will be used as a one-off to balance the 2021/22 budget.

13.4 The Slough Children's Services Trust (SCST) has an accumulated trading deficit of £5.5m covered by advance payments from the Council for services. Senior officers and DfE officials have entered into negotiations regarding the treatment of this deficit and how it will be treated at the end of the contract, or if as planned the Trust become a Local Authority Company in April 2021. The Council is clear that it should not be expected to fund this deficit as SCST was established as an independent organisation outside of the Council's control. Therefore, this deficit is not reflected in the table above, however it remains a significant risk of default.

13.5 Reserves play an important role in managing risks and uncertainty and help councils adjust their financial position to manage sudden changes in funding, without having an immediate and adverse impact on service users. Although they can only be used once.

13.6 If any unforeseen expenditure arises in year requiring the use of reserves, if the minimum level is breached this will need to be topped up in the next financial year causing further pressures. It is recommended to hold a reasonable level of earmarked reserves to cover specific risks.

13.7 There is no mathematical formula for assessing the level of reserves but clearly the financial risks that the council faces can provide a guide as to the level of reserves that the council should maintain.

13.8 The projected level of reserves are close to the minimum level assessed by the Section 151 officer and CIPFA's resilience index highlights the level of reserves in Slough as being high risk. Slough's reserves compared to other Unitary Authorities were amongst the lowest in the Country prior to the Covid-19 pandemic. As noted previously, pre-Covid-19, Members had agreed a strategy to significantly increase the level of these reserves.

13.9 Given the financial challenges that the council faces, it will not be possible to continue to rebuild reserves within the short term, although it is important that the Council looks to rebuild reserves, in line with Full Council's agreement in February 2020, across the medium to long term.

14. Strategy to Reduce Costs

14.1 Directorates are reviewing the following areas to reduce costs although the impact has not been fully identified in the current budget but will need to be worked on in 2021 to produce a more sustainable budget going forward.

- a) A review of contracts – the council delivers a large share of its services through third party contracts. This includes a review of existing council contracts to ensure that they provide value for money and that the service level within them is affordable, whilst maintaining quality service provision.
- b) A review of services. This means that there is a need to challenge current service provision and consider a range of delivery options and service levels.
- c) Review of the council property portfolio. A substantial and increasing share of the council's budget is taken up with servicing debt. The council is identifying assets for disposal to reduce the heavy burden of debt repayments and to cover the cost of the capitalisation directive and MRP in 2021/22. The impact of Covid-19 has meant more staff working from home, questioning the need for overall office space. A rationalisation would lead to reducing the revenue costs of the operating buildings.
- d) Review of Agency Staffing. The Council is spending circa £12m pa on agency staffing, not all funded by the general fund. Although a significant proportion of these staff are vital in covering hard to fill posts in services; Directors are reviewing the impact of deleting these posts, which can be done at short notice.
- e) Transport, the council spend £7m pa, including Home to School Transport. Directors are reviewing options for savings.
- f) Income, review of fees and charges to ensure they at least match neighbouring boroughs and wider consideration of parking charges.

14.2 The Council also needs to make its case to the Government for more assistance to enable it to manage the increased pressures that it faces. This includes:

- a) Protecting existing council funding in the form of government grants and business rates

- b) Lobbying government to ensure that central funding better reflects the demographic pressures that Slough is facing around Children's and Adult Social Care

15. Capitalisation Directive

- 15.1 Like many local authorities, Slough BC has taken the opportunity to hold informal discussions with MHCLG about seeking permission for a Capitalisation Directive to help balance their budget in 2021/22 and 2022/23. Other Councils that have been harder hit by Covid-19 have also requested support using this means in 2020/21.
- 15.2 A capitalisation directive permits a council to capitalise revenue expenditure if it is unable to set a balanced budget and has considered all other options, has limited reserves, and is increasing its Council Tax by the maximum permitted. The direction will only be granted in exceptional circumstances. In order to be successful in the application Slough will need to demonstrate the reasons for requesting the exceptional support. The capitalisation would ideally be funded by using capital receipts but maybe in the form of further borrowing, although both will add to ongoing pressures. Only the Secretary of State can permit this action legally.

16. Legal Implications

- 16.1 The provisions of the Local Government Finance Act 1992 (LGFA 1992) set out what the council has to base its budget calculations upon and require the council to set a balanced budget with regard to the advice of its Chief Finance (section 151) Officer. The setting of the budget is a function reserved to Full Council which will consider the draft budget which has been prepared by the Cabinet. Once the budget has been agreed by Full Council the Cabinet cannot make any decisions which conflict with it, although virements and in-year changes can be made in accordance with the council's Finance Procedure Rules (set out in Part 8 of the council's Constitution).
- 16.2 Section 30(6) LGFA 1992 provides that the council must set its budget before 11 March in the financial year preceding the one in respect of which the budget is set.
- 16.3 The provisions of section 25, Local Government Act 2003 require that, when the council is making the calculation of its budget requirement, it must have regard to the report of the Chief Finance (section 151) Officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. It is essential, as a matter of prudence that the financial position continues to be closely monitored.
- 16.4 Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered as agreed and that new expenditure is contained within available resources.

17. RISK MANAGEMENT

- 17.1 Given the level of financial uncertainty and current service pressures, there is clearly a risk that the current budget may prove difficult to deliver.

- 17.2 This risk has been mitigated by trying to ensure that budget estimates are realistic and reflect current activity, along with known demographic and economic pressures. Including:
- The ability to contain demographic demand pressures;
 - The speed of recovery and buoyancy of the general and local economy from COVID 19;
 - Adverse interest rate movements;
 - Increased inflationary pressures;
 - Impact of Brexit on the Economy
 - Delivery of capital receipts to fund MRP and the flexible use for transformation purposes and avoid prudential borrowing charges;
 - Future local government financing settlements from central government and potential impacts from changes to the Fair Funding Review;
 - The capacity of Officers to deliver the savings and income projections in line with assumptions whilst still managing the impact of the pandemic.
- 17.3 A key risk for the council is that its finances are not sustainable in the long term and it does not have enough reserves to enable it to effectively manage the financial risk that it faces in the medium term.
- 17.4 Additionally, the Council's 2018/19 and 2019/20 accounts are still being audited which may mean there could be some movement in the assumed baseline level of reserves.

18. BACKGROUND PAPERS

- Revenue Budget Report to Full Council – February 2020
- Capital Strategy to Full Council – February 2020
- Treasury Management Strategy to Full Council – February 2020
- Q2 Revenue Monitoring Report to Cabinet – November 2020
- MTFS Report to October 2020 Cabinet

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Slough Borough Council General Fund Revenue Budget 2021-22

Appendix A

Directorate	Approved Budget 2020-21 £'000	Pay Inflation £'000	Contract Inflation £'000	Growth and Pressures £'000	Corporate Adjustments £'000	Subtotal Other Movements £'000	Savings £'000	Proposed Budget 2021-22 £'000
Adults and Communities	51,424		1,104	2,342		3,446	(1,671)	53,199
Children, Learning and Skills	40,632		390	1,315		1,705	(194)	42,143
Finance and Resources	10,826		9	3,399		3,408	(375)	13,860
Place and Development	20,947		157	150		307	(1,535)	19,719
Regeneration	(886)		82	250		332	(953)	(1,507)
Chief Executive	1,123			0		0	0	1,123
Total Service Budgets	124,066	0	1,742	7,456	0	9,198	(4,727)	128,537
Capital Financing	917			675	1,075	1,750		2,667
Other Corporate Budgets	0	1,450		375	656	2,481	(4,340)	(1,859)
Contingency for Covid-related Costs	0				7,500	7,500		7,500
Total Corporate Budgets	917	1,450	0	1,050	9,231	11,731	(4,340)	8,308
Total Expenditure	124,983	1,450	1,742	8,506	9,231	20,929	(9,067)	136,845
Council Tax Income	(60,921)				(326)	(326)		(61,247)
Business Rates	(33,869)				121	121		(33,748)
Council Tax Deficit 2019-20	0				776	776		776
Business Rates Deficit 2019-20	(1,970)				7,417	7,417		5,447
Spread 2020-21 Collection Fund loss over 3 years	0				250	250		250
COVID General Grant - 21/22	0				(6,000)	(6,000)		(6,000)
COVID - Income Grant	0				(1,500)	(1,500)		(1,500)
Revenue Support Grant	(6,222)				(201)	(201)		(6,423)
New Home Bonus	(2,261)				514	514		(1,747)

Slough Borough Council General Fund Revenue Budget 2021-22

Appendix A

Directorate	Approved Budget 2020-21 £'000	Pay Inflation £'000	Contract Inflation £'000	Growth and Pressures £'000	Corporate Adjustments £'000	Subtotal Other Movements £'000	Savings £'000	Proposed Budget 2021-22 £'000
<u>Other Government Grants:</u>								
Social Care Grant	(2,883)				(601)	(601)		(3,483)
Public Health Grant	(7,569)				34	34		(7,535)
PFI Grant	(3,678)				0	0		(3,678)
Better Care Fund	(3,873)				0	0		(3,873)
Independent Living Fund	(315)				(2)	(2)		(317)
LCTS Admin Support Grant	(166)				0	0		(166)
Housing Benefit Admin Support Grant	(486)				0	0		(486)
Use of Reserves	(771)			771	(4,500)	(3,729)		(4,500)
Total Funding	(124,983)	0	0	771	(4,018)	(3,247)	0	(128,230)
Budget Gap	0	1,450	1,742	9,277	5,213	17,682	(9,067)	8,615

APPENDIX B - GROWTH, PRESSURES AND UNACHIEVED SAVINGS

APPENDIX B

Directorate	Service	Description	2021/22 £'000	2022/23 £'000	2023/24 £'000	TOTAL £'000
<u>Growth and Pressures</u>						
Adults and Communities	Adult Social Care	Care Act Responsibilities	25	25	25	75
Adults and Communities	Adult Social Care	Demographic Growth	700	700	700	2,100
Adults and Communities	Adult Social Care Operations	Transition of young people from children's services	600	600	600	1,800
Children, Learning and Skills	SCST	Growth for Slough Children's Trust	1,315	400	400	2,115
Finance and Resources	Governance	Remove SUR income from budget	750			750
Finance and Resources	ALL	Unfunded posts	542			542
Finance and Resources	Corporate Team	Housing Benefits Subsidy Gap	500			500
Finance and Resources	Contingency	Growth contingency for future years		1,500	1,500	3,000
Corporate	Movement to/(from) Reserves	Children's growth funded from reserves in 2020/21	1,521			1,521
Corporate	Movement to/(from) Reserves	Remove contribution to reserves	(750)			(750)
TOTAL - GROWTH AND BUDGET PRESSURES			5,203	3,225	3,225	11,653
<u>Unachieved Savings</u>						
Adults and Communities	Communities and Lesiure	Leisure Services - Leisure Contract Management savings	745			745
Adults and Communities	Regulatory Services	Regulatory services becoming fully self funded	232			232
Adults and Communities	Communities and Lesiure	Revenue payback from capital investment	40			40
Corporate	Treasury - Interest Receivable	Increased income from Treasury Management	675			675
Finance and Resources	Finance	Restructure	107			107
Finance and Resources	ALL	Agency savings	1,500			1,500
Place and Development	Neighbourhood Services	Housing Regulations Team - Business Development Manager	50			50
Place and Development	Strategic Housing Services	Private Sector Acquisition Team (Housing)	100			100
Regeneration	Regeneration Development	Regeneration - Income generation target	50			50
Regeneration	Planning and Transport	Traffic Enforcement Income	200			200
ALL	ALL	Customer & Accommodation - Transformation Savings	375			375
TOTAL - UNACHIEVED SAVINGS			4,074	0	0	4,074
GRAND TOTAL			9,277	3,225	3,225	15,727

APPENDIX C - SAVINGS

APPENDIX C

Directorate	Service	Savings Description	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Adults and Communities	Communities and Lesiure	Leisure Services - Leisure Contract Management savings		745		745
Adults and Communities	Regulatory Services	Regulatory services becoming fully self funded		232		232
Adults and Communities	Adult Social Care Operations	Reduced costs following increased Extra Care Housing provision		200		200
Adults and Communities	Communities and Leisure	Supported employment	46			46
Adults and Communities	Communities and Leisure	Creative academy - remove SBC funding	10			10
Adults and Communities	Communities and Leisure	Archive joint arrangement		75		75
Adults and Communities	Communities and Leisure	Cippenham Library change of offer	124			124
Adults and Communities	Communities and Leisure	Britwell Library change of offer	125			125
Adults and Communities	Communities and Leisure	Langley Library change of offer	119			119
Adults and Communities	Regulatory Services	Community Safety	118			118
Adults and Communities	Regulatory Services	Domestic Abuse & Exploitation	49			49
Adults and Communities	Regulatory Services	CCTV	289			289
Adults and Communities	ASC Commissioning	Healthwatch contract	21			21
Adults and Communities	ASC Commissioning	Voluntary sector	144			144
Adults and Communities	ASC Operations	Deprivation of Liberty Safeguards (DOLS)	40			40
Adults and Communities	ASC Operations	Day Services	500			500
Adults and Communities	Mental Health Services	Staff reduction - 2 PT posts	64			64
Adults and Communities	Mental Health Services	Review of SLA -decrease contribution by 10%	22			22
Children, Learning and Skills	Children, Learning and Skills	Transformation of Early Help Phase 2	150			150
Children, Learning and Skills		Edge Proposal - Transformation of Slough (SBC) Passenger Travel and Transport	44	347	71	462
Children, Learning and Skills		Early Years		188		188
Finance and Resources	Treasury - Interest Receivable	Treasury Management	100			100
Finance and Resources	People	Reduce training budget	200			200
Finance and Resources	Finance	Remove Contracted Services budget	57			57
Finance and Resources	Finance	Remove Cash Collection budget as no longer needed	18			18
Place and Development	Environmental Services & DSO	DSO Traded Services	270			270
Place and Development	Strategic Housing Services	Private Sector Acquisition Team (Housing)				0
Place and Development	Environmental Services & DSO	Inflationary increases and grant bids	(50)			(50)
Place and Development	Environmental Services & DSO	DSO wins more major infrastructure project work (reversal of one-off saving)	(700)			(700)
Place and Development	Neighbourhood Services	Housing Regulations Team - Business Development Manager	50			50
Place and Development	Building Management	Landmark Place	400			400
Place and Development	Regulation	YPS Commissioning	22			22
Place and Development	Regulation	YPS Supplies and Services	50			50
Place and Development	Regulation	Libraries Publications	21			21

Directorate	Service	Savings Description	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Place and Development	Regulation	Division Suppliers	20			20
Place and Development	Regulation	Remove budget for Divisional Mgmt-Fees-Project Work	40			40
Place and Development	Environmental Services & DSO	Rent not charged	103			103
Place and Development	Environmental Services & DSO	Fall in price of diesel and petrol (2.5%)	34			34
Place and Development	Environmental Services & DSO	Increase Weighbridge charges and collection charges	114			114
Place and Development	Housing	Housing Incentive Payments	103			103
Place and Development	Housing	Temporary Accommodation	172			172
Place and Development	Building Management	Arbour Park Rental Income	80			80
Place and Development	Building Management	Reactive Repairs - Corporate Buildings	18			18
Place and Development	Environmental Services & DSO	Reduce by 4 Street Cleansing Operatives	165			165
Place and Development	Environmental Services & DSO	Reduce by further 4 Street Cleansing Operatives	165			165
Place and Development	Environmental Services & DSO	Close Chalvey Household Waste & Recycling Centre on Wednesdays and Thursdays	13			13
Place and Development	Environmental Services & DSO	Stop Green Waste for 3 months (Dec/Jan/Feb)	71			71
Place and Development	Environmental Services & DSO	Reduced Depreciation on DSO Vehicles (assumed 10 year life)	375			375
Regeneration	Regeneration Development	Regeneration - Income generation target		50		50
Regeneration	Regeneration Development	Income from Car Park on TVU (reversal of prior year saving)		(100)		(100)
Regeneration	Planning and Transport	Traffic Enforcement Income		200		200
Regeneration	Parking	Parking Income	208			208
Regeneration	Highways and Transport	Highways and Transport	195			195
Regeneration		RMI (Repairs Maintenance) - Using Property Service Staff to undertake work	250			250
Regeneration		Rent one floor of Observatory House	300	300	150	750
Regeneration	Planning & Transport	Delivery of the Local Plan (Reversal of 2020-21 Growth)		332		332
ALL	ALL	Customer & Accommodation - Transformation Savings	1,500	375		1,875
ALL	ALL	Recommissioning and reviews of major commercial contracts	300			300
ALL	ALL	Fees & Charges	80	80	80	240
ALL	ALL	Local Welfare Provision	350	0		350
ALL	ALL	Printing Services	200			200
ALL	ALL	Agency Savings	1,500			1,500
ALL	ALL	Community Investment Fund	210			210
ALL	ALL	DfE - SCST Costs (3 years only)	200			200
TOTAL - SAVINGS			9,067	3,024	301	12,392

Summary of Estimated Reserve Movements 31.03.20 to 31.03.24

Appendix D

	Balance 31.03.2020	Movement in Year	Balance 31.03.2021	Movement in Year	Balance 31.03.2022	Movement in Year	Balance 31.03.2023	Movement in Year	Balance 31.03.2024
General Fund Balance	(8,173)		(8,173)		(8,173)		(8,173)		(8,173)
Housing Benefits	(150)		(150)		(150)		(150)		(150)
Directorate Carry Forwards	(620)		(620)		(620)		(620)		(620)
Capital Fund	(200)		(200)		(200)		(200)		(200)
Housing Renewals Reserve	(91)		(91)		(91)		(91)		(91)
Trading Accounts	(79)		(79)		(79)		(79)		(79)
Proceeds of Crime Reserve	(125)		(125)		(125)		(125)		(125)
Better Care Fund	(399)		(399)		(399)		(399)		(399)
EU Exit Funding	(410)		(410)		(410)		(410)		(410)
Financial Volatility Reserve	(648)		(648)		(648)		(648)		(648)
Railway Project	(120)		(120)		(120)		(120)		(120)
Events	(70)		(70)		(70)		(70)		(70)
Community Cohesion	(56)		(56)		(56)		(56)		(56)
Restructuring Reserve	(207)		(207)		(207)		(207)		(207)
DAAT Lease Reserve	(70)		(70)		(70)		(70)		(70)
Future Budget Requirements	(807)	(3,729)	(4,536)	4,500	(36)		(36)		(36)
Grants - Adults and Communities	(16)		(16)		(16)		(16)		(16)
Grants - Finance and Resources	(3,406)		(3,406)		(3,406)		(3,406)		(3,406)
Grants - ECS	(26)		(26)		(26)		(26)		(26)
Grants - Place and Development	(126)		(126)		(126)		(126)		(126)
Total of Earmarked Reserves	(7,626)	(3,729)	(11,355)	4,500	(6,855)	0	(6,855)	0	(6,855)
Total General Fund Revenue Reserves	(15,799)	(3,729)	(19,528)	4,500	(15,028)	0	(15,028)	0	(15,028)

Budget Gap Reported October 2020		15,023
Reduction in Pay and Contract Inflation	(698)	
Savings Identified	(4,035)	
Growth and Pressures	2,578	
Covid related Pressures	7,500	
Capitalisation of MRP	(5,425)	
Total Expenditure		(80)
Change in CT increase (2.99% to 4.99%)	(1,167)	
Change in CT Base assumption	1,489	
Change in Business Rates Forecast	792	
Council Tax Deficit	776	
One-off NNDR Deficit	5,447	
Spreading of 2020-21 Deficit	(1,083)	
Additional Grants	(582)	
Covid Grants	(7,500)	
Use of Reserves	(4,500)	
Total Income		(6,328)
Current Budget Gap 2021/22		8,615

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Base Position	121,270	124,212	136,845	138,214
Pay inflation and increments	1,200	700	1,700	1,700
Contract Inflation	1,940	1,742	2,000	2,000
Revenue Impact of Capital Programme	1,011	656	(298)	514
Savings Identified	(7,955)	(9,067)	(3,024)	(301)
Savings Slippage		4,074		0
General Contingency		0	1,100	0
Growth and Pressures	7,517	5,203	3,225	3,225
Corporate Items:				
Increased Pension Deficit		750	750	750
Covid Pressures Q1 2021-22		7,500	(7,500)	
Minimum Revenue Provision		5,425	469	235
Capitalisation of MRP (spread over 2 years)		(5,425)	2,947	3,182
Interest Payments		1,075		
Total Forecast Expenditure	124,983	136,845	138,214	149,519
Council Tax Income	(60,921)	(61,247)	(64,471)	(67,865)
Business Rates - Local Share	(33,869)	(33,748)	(34,085)	(34,426)
Council Tax Deficit 2019-20		776		
Business Rates (Surplus)/Deficit	(1,970)	5,447		
Spread 2020-21 Collection Fund loss over 3 years - less 75%		250	250	250
COVID General Grant - 21/22		(6,000)		
COVID - Income Grant - 21/22		(1,500)		
Revenue Support Grant	(6,222)	(6,423)	(6,487)	(6,552)
New Home Bonus	(2,261)	(1,298)	(547)	0
Returned New Homes Bonus		(449)	(1,641)	(2,184)
Social Care Grant	(2,883)	(3,483)	(2,883)	(2,883)
Public Health Grant	(7,569)	(7,535)	(7,535)	(7,535)
PFI Grant	(3,678)	(3,678)	(3,678)	(3,678)
Better Care Fund	(3,873)	(3,873)	(3,873)	(3,873)
Independent Living Fund	(315)	(317)	(317)	(317)
LCTS Admin Support Grant	(166)	(166)	(166)	(166)
Housing Benefit Admin Support Grant	(486)	(486)	(486)	(486)
Use of Reserves	(771)	(4,500)		
Total Estimated Funding Available	(124,983)	(128,230)	(125,920)	(129,715)
Current Budget Gap	0	8,615	12,294	19,804

3b Five Year Plan Outcomes

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

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

4 Other Implications

(a) Financial

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

Risk Management

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

(b) Human Rights Act and Other Legal Implications

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

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

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

(c) Equalities Impact Assessment

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

(d) Workforce

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

(e) Property

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

(f) Carbon Emissions and Energy Costs

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

5 Supporting Information

Governance

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

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

Timeline

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

- 5th March – first death in UK from Covid-19 is confirmed.
- 12th March – SBC GOLD/SILVER response group meets. SILVER met daily between 23rd March to 24th April and at least weekly since. It currently meets twice a week.
- 23rd March – Prime Minister announces UK-wide partial “lockdown”.
- 26th March – Health Protection (Coronavirus Restrictions) (England) Regulations 2020 (‘lockdown regulations’) come into force.
- 13th May – National ‘Lockdown’ restriction start to be eased and this process continues through June and July. It is not until 25th July that indoor gyms and swimming pools are able to reopen.
- 1st July – local restrictions introduced in Leicester.

- 18th July – Health Protection (Coronavirus Restrictions) (England) (No 3) Regulations come into force giving local authorities in England new powers to close shops and outdoor public spaces in order to control Covid.
- 1st August 2020 – Shielding programme is paused.
- August / September 2020 – local restrictions across England start to be tightened, particularly in the North West and Yorkshire.
- 24th September 2020 – pubs and restaurants ordered to close by 10pm and ‘Rule of 6’ applies.
- 14th October 2020 – new Covid tiers come into force. Slough is 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.

6 **Comments of Other Committees**

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

7 **Conclusion**

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

8 **Appendices Attached**

Appendix A – Table of significant decisions
Appendix B – Winter Grant Scheme summary

9 **Background Papers**

None

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Appendix A - Silver and Gold Significant Decisions

Reference number	Decision Required	Outcome	Date of decision	Decision made by
DEL151	Slough Strategy for National Lockdown	Strategy agreed, subject to minor amendments proposed	03/11/20	SILVER
DEL152	Service changes arising from national lockdown starting 5th November	Agreed that the Chief Executive would work through potential service changes and circulate to Silver for agreement. To be implemented by Thursday 5th November.	03/11/20	SILVER
DEL153	Community response planning	The recommended Option 1 was agreed to step up community response in view of national lockdown which included: Redeployment of 8 FTE staff members to the Community Response Team; Redeployment of an experienced analyst to support the Performance Insight Team; and Funding of 20k to continue the use of shielding data management system, Community Helper.	03/11/20	SILVER
DEL157	Business continuity reporting for critical services	Agreed to continue with current reporting arrangements by exception (i.e. not to reintroduce daily reporting at this stage)	03/11/20	SILVER
DEL158	Test and Trace Grant	Any future allocations from Test and Trace grant to be approved through Silver	03/11/20	SILVER
DEL159	Business Rates grants administration	Recommendations agreed to continue the process previously used and use Liberata to provide administration and SBC to check and make payments of grants, subject to procurement board agreement.	05/11/20	SILVER
DEL160	Accommodation move - Chalvey Early Years Nursery	Agreed that the proposed move from the existing rented portakabin to the purpose built facility in the new Chalvey Hub go ahead following handover on 9th November	05/11/20	SILVER

DEL161	To consider requests from Workpace Safety Group	It was agreed to open/continue/support the following service requests: 1. Housing people services continue to operate during 'lockdown 2'; 2. Creative Academy to be able to use Venue at the Curve for period of 'lockdown 2' then to be reviewed; 3. Priors Day Centre managers working with RRR for purpose of Medication Competancy Checks.	05/11/20	SILVER
DEL163	National lockdown action plan	Action plan agreed with a few amendments to be made. To be brought to Silver for updating regularly	10/11/20	SILVER
DEL164	Discretionary Housing Payment to be agreed	Recommendations to fund agreed and approved by Silver. NW to go communicate back	12/11/20	SILVER
DEL165	Schools Public Health School Liaison officer	Agreed to fund secondment for 6 months . SF to see if anyone from Solutions4health is suitable for role	12/11/20	SILVER
DEL166	National lockdown action plan	The National Lockdown Action Plan was reviewed and updated.	17/11/20	SILVER
DEL167	Self isolate support scheme	Update report on operation of self isolation support scheme noted. Future data to be available for dashboard and member briefings.	17/11/20	SILVER
DEL168	Use of Test & Trace Grant for posts in Public Health Team	Further work to be carried out to ensure proposal was compliant with purpose of T&T grant; considered other potential demands for additional capacity in the council; included other options for use of the limited funding available.	17/11/20	SILVER
DEL169	Local Tracing Partnership proposal for dedicated team	As per DEL168. Officers to give further consideration and bring a proposal back to Silver.	17/11/20	SILVER
DEL171	Funding request for communications	Agreed that £30,000 from Covid funding be provided to cover current and future online advertising. That this funding last for 3 months and be regularly measured for reach and accessibility.	19/11/20	SILVER

DEL172	Town centre events and activities	That town centre promotional activities be allowed in both the Town Square and Mackenzie Square, ensuring they have suitable space and Covid safety measures post lockdown 2. That a small market offer be allowed in wider areas of the High Street pedestrianised area, ensuring suitable space and Covid safety measures are in place post lockdown 2. That the children's ride be allowed back to their usual position, ensuring suitable space and covid safety measures are in place, post lockdown 2. To review this immediately should it become clear that Slough will be placed into a tier which limits or prohibits these activities.	19/11/20	SILVER
DEL173	Health & Safety and RIDDOR reporting	Silver noted the report from the Workplace Safety Group on Covid H&S issues and RIDDOR reporting. Silver reiterated the importance of compliance with all H&S processes, requirements and reporting in relation to Covid-19.	19/11/20	SILVER
DEL174	Requests from Workplace Safety Group	Requests approved regarding visits and estate inspections from the Housing People service and for introductory meetings in SCST/CLS, subject to ensuring the meeting(s) were compliant with social distancing guidelines.	24/11/20	SILVER
DEL175	Winter Grant Scheme	A briefing paper on the Winter Grant Scheme was noted. A further report would be provided once government guidance was issued.	24/11/20	SILVER
DEL176	Premises for Covid-19 vaccination centre in Slough	Silver agreed the proposed option for Covid vaccination centre in principle.	24/11/20	SILVER

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Re: Winter Grant Scheme

This appendix gives a brief outline of the Winter Grant Scheme (WSG) which is a 170 million pound fund provided by the government and distributed to local authorities. Slough LA has been allocated £475,125.36.

The scheme states:

The objective of the COVID Winter Grant Scheme is to provide support to vulnerable households and families with children particularly affected by the pandemic throughout the winter period where alternative sources of assistance may be unavailable.

When administering this scheme, the LA must:

- use discretion on how to identify and support those most in need
- use the funding from **December 2020 up to the end of March 2021** to meet immediate needs and help those who are struggling to afford food and utility bills (heating, cooking, lighting) and water for household purposes (including drinking, washing, cooking, central heating, sewerage and sanitary purposes), or other related essentials.

Further details can be found here [COVID Winter Grant Scheme: guidance for local councils - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/covid-winter-grant-scheme-guidance-for-local-councils)

Slough LA Action

- There are approximately 5,500 children eligible for Free School Meals (FSM) and the grant money will provide food vouchers for the two week Christmas period (£30 Per pupil) and the one week February half term (£15 per pupil) this equates to approximately £247,500. Please note the FSM vouchers covers all children in Slough schools not just residents. Where Slough children attend a school in another LA they will be covered for the vouchers by that LA.
- A working group between officers in the children's services team and the children's trust are working together to identify families that will most benefit from distribution of funds.

Johnny Kyriacou
Associate Director – Education & Inclusion
Johnny.Kyriacou@slough.gov.uk

4th December 2020

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 14th December 2020

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

WARD(S): All

PORTFOLIO: Leader, Regeneration & Strategy – Councillor Swindlehurst

PART I
NON-KEY DECISION

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

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

2. Recommendation

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

3. Slough Joint Wellbeing Strategy Priorities

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

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

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

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

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

5. Supporting Information

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

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

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

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

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

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

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

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

6. Appendices Attached

'A' - Current Notification of Decisions – published 13th November 2020

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 DECEMBER 2020 TO 28 FEBRUARY 2021

Date of Publication: 13th November 2020

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

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

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

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

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

Page 174
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 - Regeneration & Strategy | Councillor Swindlehurst |
| • Deputy Leader – Governance & Customer Services | Councillor Akram |
| • Sustainable Transport & Environmental Services | Councillor Anderson |
| • Inclusive Growth & Skills | Councillor Bains |
| • Planning & Regulation | Councillor Mann |
| • Housing & Community Safety | Councillor Nazir |
| • Health & Wellbeing | Councillor Pantelic |
| • Children & Schools | Councillor Carter |

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

The Plan will be updated and republished monthly. A copy can be obtained from Democratic Services at Observatory House, 25 Windsor Road on weekdays between 9.00 a.m. and 4.45 p.m., from MyCouncil, Landmark Place, High Street, or Tel: (01753) 875120, email: 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.

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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 - 14th December 2020

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Performance & Projects Report, Quarter 2 2020/21</u></p> <p>To receive a report on the progress against the Council's balanced scorecard indicators and key projects for 2020/21.</p>	G&C	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None		
<p><u>Council Taxbases 2021/22</u></p> <p>To present information on the properties in Slough and their categories of occupation for the purpose of determining the council taxbase for the borough for the 2021/22 financial year.</p>	G&C	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None		
<p><u>Medium Term Financial Strategy Update</u></p> <p>To receive an update on the latest medium term financial planning assumptions for the Council and take any decisions relating to savings and growth plans as part of the budget setting process leading to Budget Council on 18th February 2021.</p>	Swindlehurst	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	
<p><u>Low Emissions Strategy 2018-2025 Update</u></p> <p>To consider an update report on the two-year review of the Low Emissions Strategy 2018-2025.</p>	T&E	All	All	Jason Newman, Environmental Quality Team Manager Tel: 01753 875219	-	None	√	

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

<u>Slough Inclusive Growth Strategy Update</u> Further to the approval of the strategy by Cabinet in June 2020, to receive an update report on progress in the setting up of the new Board and Action Plan.	Bains	All	All	Shabnam Ali, Service Lead Economic Development Tel: 07597 392742	-	None		
<u>Britwell Hub - Approval of Contractor</u> Further to the decisions taken by the Cabinet on 14 th September 2020 regarding the 'Britwell Centre – GP Surgery Development', to consider an update and take any decisions including the approval of contractor for the scheme.	R&S	Britwell and Northborough	All	Stephen Gibson, Interim Director of Regeneration Tel: 01753 875852	-	Report, 14/09/2020 Cabinet	√	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.	R&S	All	All	Sushil Thobhani, Service Lead Governance Tel: 01753 875036	-	None		
<u>References from Overview & Scrutiny</u> <i>To consider any references from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None		
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		

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Cabinet Commercial Sub-Committee - 14th December 2020

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Asset Challenge & Disposal Update</u></p> <p>To receive an update on the review of the Council's assets and consider any further recommendations for disposals.</p>	R&S	All	All	Stephen Gibson, Interim Director of Regeneration Tel: 01753 875852	-	None	√	Yes, p3 LGA

Cabinet - 18th January 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>HRA Rents & Service Charges 2021/22</u></p> <p>To consider the Housing Revenue Account rent and service charge for 2021/22 and, if agreed, recommend the changes to full Council.</p>	Nazir	All	All	Neale Cooper, Head of Finance (Transformation) Tel: (01753) 875417	-	None		
<p><u>Council Tax Support Scheme</u></p> <p>To agree a scheme for the administration of Council Tax support for 2021-22.</p>	G&C	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	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 to ratify the executive decisions taken.</p>	R&S		All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	

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Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>References from Overview & Scrutiny</u> <i>To consider any references from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None		
<u>Notification in Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		

Cabinet - 1st February 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Revenue Budget Monitor - Quarter 3 2020/21</u> 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.	G&C	All	All	Jo Knight, Interim Service Lead - Finance Tel: 01753 875300	-	None	√	
<u>Capital Budget Monitor - Quarter 3 2020/21</u> To receive an update on the capital programme for the third quarter of the year.	G&C	All	All	Jo Knight, Interim Service Lead - Finance Tel: 01753 875300	-	None	√	

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<p><u>Revenue Budget 2021/2022 and MTFs 2021-2025</u></p> <p>To consider, and if agreed, to recommend to Council the Revenue Budget 2021/22 and the Medium Term Financial Strategy 2021-2025.</p>	R&S	All	All	Jo Knight, Interim Service Lead - Finance Tel: 01753 875300	O&S	None	√	
<p><u>Capital Strategy 2021-2026</u></p> <p>To consider, and if agreed, to recommend to Council the Capital Strategy for the period between 2021-2026.</p>	R&S	All	All	Jo Knight, Interim Service Lead - Finance Tel: 01753 875300	O&S	None	√	
<p><u>Treasury Management Strategy 2021/22</u></p> <p>To consider, and if agreed, to recommend to Council the Treasury Management Strategy for 2021/22.</p>	R&S	All	All	Jo Knight, Interim Service Lead - Finance Tel: 01753 875300	O&S	None	√	
<p><u>Five Year Plan 2021-26</u></p> <p>To consider, and if agreed, to recommend to Council the refreshed Five Year Plan setting out the Council's strategic priorities.</p>	R&S	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None	√	
<p><u>Covid-19 Decisions Update</u></p> <p><i>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.</i></p>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	

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<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.</i>	G&C	All	All	Thomas Overend, Policy Insight Manager	-	None	√	
<u>Notification of Key Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	

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