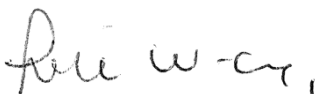


Date of issue: Wednesday, 20 January 2021

MEETING:	OVERVIEW & SCRUTINY COMMITTEE (Councillors Dhaliwal (Chair), Sarfraz (Vice Chair), Basra, Gahir, Hulme, Matloob, D Parmar, S Parmar and R Sandhu)
DATE AND TIME:	THURSDAY, 28TH JANUARY, 2021 AT 6.30 PM
VENUE:	VIRTUAL MEETING
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 07749 709 868

NOTICE OF MEETING

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



JOSIE WRAGG
Chief Executive

AGENDA

PART I

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

APOLOGIES FOR ABSENCE

CONSTITUTIONAL MATTERS

1. Declarations of Interest

-

-

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

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
2.	Minutes of the Extraordinary Joint Meeting with the NCS Scrutiny Panel held on 29th October and of the Last Meeting held on 4th November 2020	1 - 14	-

SCRUTINY ISSUES

3.	Member Questions <i>(An opportunity for Committee Members to ask questions of the relevant Director/ Associate Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).</i>	-	-
4.	Our Futures Update	15 - 42	All
5.	Slough Strategic Transport Infrastructure Plan (STIP)	To Follow	All
6.	Performance & Projects Report - Quarter 2 2020/21	43 - 100	All

MATTERS FOR INFORMATION

7.	Forward Work Programme	101 - 116	-
8.	Date of Next Meeting - 18th February 2021	-	-

Press and Public

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

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

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

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



Extraordinary Joint Meeting of the Overview & Scrutiny Committee and the Neighbourhoods & Community Services Scrutiny Panel – Meeting held on Thursday, 29th October, 2020.

Present:- Councillors Dhaliwal (Joint Chair), Hulme (Joint Chair), Mohammad, Basra, Gahir, , Matloob, D Parmar, S Parmar, R Sandhu, Ajaib, Begum, Hulme, Kelly, Minhas and Sabah

Also present under Rule 30:- Councillors Sharif, Smith, Strutton and Wright

In attendance:- Councillors Anderson (Cabinet Member for Sustainable Transport & Environmental Services), Nazir (Housing & Community Safety) and Dar

Apologies for Absence:- Councillor Sarfraz and M Holledge

PART I

1. Declarations of Interest

Councillor Gahir declared a Disclosable Pecuniary Interest by virtue of being a Hackney Carriage driver and operator. He withdrew from the meeting and took no part in the discussion or voting thereon.

2. Experimental Bus Lanes

Prior to commencing the formal business of the meeting, Councillor Hulme, joint Chair, explained that the Council had received a petition asking that the Bath Road Bus Lane be abolished. The petition had been debated at Full Council on 24th September 2020 and it was subsequently agreed that the matter be referred to a jointly chaired Overview and Scrutiny Committee and Neighbourhood and Community Services Panel to allow further consideration of the relevant issues. Councillor Hulme said the Council welcomed petitions and recognised that it was one of the ways residents could express their views and concerns.

Councillor Hulme explained that the first part of the meeting would be conducted as an evidence gathering session to hear from officers and stakeholder representatives. Councillor Dhaliwal would chair the second part of the meeting, during which members of the public and councillors speaking under Rule 30 would be given the opportunity to address the meeting.

The Chair welcomed officers, members of the public and stakeholder representatives to the meeting.

The Senior Transport Planner introduced a report that explained that in response to Covid-19 and preparation for the relaxation of lockdown

Extraordinary Joint Meeting of the Overview & Scrutiny Committee and the Neighbourhoods & Community Services Scrutiny Panel - 29.10.20

restrictions, the government had announced two tranches of the Covid-19 Emergency Active Travel Fund (EATF) be made available to local authorities to facilitate the introduction of active travel measures to support social distancing. The government guidance accompanying the EATF had emphasised the need to deliver schemes promptly, whilst there was less pressure on the transport network, before the return of traffic to pre-Covid-19 levels.

During May 2020, Council officers approved the introduction of an experimental bus and cycle lane on the A4, which prioritised sustainable modes of transport between Dover Road and Uxbridge Road. The measures were introduced via an Experimental Traffic Regulation Order (ETRO), in-line with government's statutory guidance and a proposed trial period to run for a minimum of six months, alongside consultation and monitoring of the measures implemented.

Members were advised that the scheme supported national and local transport, environmental and public health policies in promoting sustainable forms of transport to reduce the impact of road traffic congestion and improve health outcomes.

The Engineer (Major Infrastructure Projects) reported that the A4 scheme had been monitored since the ETROs had come into force. Two months of monitoring data was available; however this was insufficient to demonstrate any significant findings to date.

The Chair thanked officers for the presentation and opened the meeting to comments and questions from Members.

A lengthy discussion ensued, during which the following points were raised:

- A Member asked a series of questions, relating to: how the Council was encouraging residents to use sustainable modes of transport; the arrangements for use of the bus lanes by home to school transport buses; and the outcome of meetings held between officers and Private Hire/Hackney Carriage drivers. In response, it was explained that the Council had deployed a number of schemes to incentivise the use of local public transport, including: the introduction of e-scooters, cycle hire, and a free electric bus service. Discussions were ongoing between officers and Private Hire/Hackney Carriage drivers to consider permitting them to use the bus lanes. A driver etiquette had been drafted, setting out information about driving with care and consideration to vulnerable road users. It was explained that home to

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school transport buses were able to utilise the dedicated bus lanes, and duplicate buses from public operators had been added to the bus network to transport school children.

- It was reported that although it was too soon to conclude, early data collected indicated that journey times for vehicles using the bus lanes had improved.
- Health and Safety concerns were raised regarding the cycle and e-scooter hire schemes. It was asked what cleaning arrangements were in place to minimise the spread of Covid-19 from e-scooters. In addition, it was suggested that e-scooters promoted an unhealthy lifestyle as usage replaced walking for short journeys. In response, it was explained that e-scooter use reduced carbon emissions, therefore improving the local air quality. The operator had confirmed that all e-scooters were cleaned daily using hospital-grade disinfectant that remained active for seven days. Further to the issue being raised, the operator had agreed to publish information to its website about how equipment was sanitised. Concern was raised regarding the use of e-scooters on the bus lanes. It was explained that only hire e-scooters were permitted and all other e-scooters were prohibited from using the bus lanes. It was suggested that Council officers engaged with local e-scooter retailers to highlight that e-scooters were only permitted to be used on private land.
- Concerns were raised regarding traffic congestion, particularly in the event of M4 closures creating 'rat runs' through the town. There was discussion regarding the detrimental impact of an increased number of vehicles using side roads surrounding the town centre. Members were advised that it was likely that increased 'rat-running' would occur, as drivers attempted to avoid the A4. However, to date there was no data to suggest congestion was worsening on side roads. Officers would be reviewing known sites and would seek to introduce supportive measures to address this issue. Discussion with Highways England was being undertaken to consider measures to minimise the impact of M4 weekend closures.
- In relation to air quality, it was explained that passive monitors were operational throughout the Borough. During the experimental period modelling would be undertaken to determine if air quality had improved, deteriorated or stayed the same during the period. To date no significant changes had been detected.
- It was noted that there were a number of schools in areas surrounding the town centre and an increase in traffic would exert additional pressure on parents travelling to school by car. It was explained that the scheme was intended to improve active travel. Children were

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being actively encouraged to walk or cycle to school. The Council was also working to implement a 'school streets' initiative which would restricts vehicles during school drop-off and pick-up times.

Implementation of the scheme would improve the air quality and safety of the area, and prompt health benefits.

- A Member asked if it was possible to use some of the EATF to provide concessionary bus passes to school pupils – as it was felt that this would significantly reduce the number of vehicles on the network at peak times.
- Concern was raised that there was not enough electric vehicle charging points across Slough. It was requested that additional points be provided in appropriate locations.

The Chair then invited the stakeholder representatives in attendance to address the meeting.

Mr Gibson, a Private Hire driver, asked if Automatic Number Plat Recognition Technology (ANPT) could be used to identify the private hire and taxi vehicles using the bus lanes, as this would ensure drivers were not issued with fines. He said the requirement to display external signage on vehicles was overly bureaucratic and burdensome for drivers. He advised that Reading Borough Council adopted the use of ANPT and it had successfully prevented drivers from outside the local area using the local bus lanes. He raised safety concerns in relation to cars travelling across junctions and inadequate signage; he requested that the visibility of signage be improved.

The Associate Director Operations Place responded to the matters raised. He said discussion with Reading Borough Council in relation to its pilot scheme had been undertaken and the information shared would be taken into consideration. In relation to the use of ANPT and signage, he explained that Slough's Licensing Team held a list of local Hackney Carriage / Private Hire vehicles and drivers could be identified by ANPT. However, displaying external signage also allowed residents to identify local operators and the intention was to raise standards amongst drivers. The Associate Director Operations Place welcomed the comments made by Mr Gibson and invited him to join the Council's Hackney Carriage / Private Hire task and finish group.

Raha Izzadeen, a young person from the Slough Youth Parliament was invited to make a representation; however due to technical difficulties he had left the meeting. On behalf of Raha, Ms Conte, a Youth Worker, addressed the meeting. She welcomed the suggestion of concessionary bus passes being provided to young people and felt this would incentivise bus use. She explained that young people were often reluctant to use public transport

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because of the cost, safety concerns and the extended journey times of travelling by bus. She said that the young people at the Youth Parliament were keen to protect the environment and support the reduction of carbon emissions. In relation to travel by bicycle, she said that young people had expressed frustration that cars were often parked in cycle lanes and they had raised safety concerns regarding the number of large commercial vehicles using the highway in Slough. She said that the Youth Parliament would welcome the opportunity to discuss these matters further with the Council.

At this point the Chair adjourned the meeting (at 8.27 pm) for a comfort break.

The meeting was reconvened (at 8.35pm) when the same Members were present.

Councillor Dhaliwal took the Chair for the second part of the meeting.

The Chair resumed the meeting and urged Members to consider all of the relevant matters raised in order to formulate practical solutions and recommendations to propose to Cabinet.

The Chair explained that due to a conflicting personal commitment, Councillor Bedi would be invited to speak ahead of the Slough residents in attendance.

Councillor Bedi raised concerns regarding the consultation process and its lack of transparency. She said the terminology used in the consultation survey had been ambiguous and misleading. She said residents who had spoken to her had not understood that they could submit an objection or express support for the scheme via the survey. She felt the Council's communication with residents had been unclear. In addition, she felt as a councillor she had not been appropriately informed about the bus lane scheme. In concluding, she raised concerns regarding the lack of air quality monitoring data available for residents to view.

The Associate Director Operations Place explained that the Council had had the option to adopt one of two consultation processes. Option one: upfront consultation of 21 days with various stakeholders – this option had not been pursued as it was felt the lockdown period would have significantly impeded consultation responses. Therefore, option two had been adopted - to implement a scheme under an experimental order, affording users of the network six months' to respond during the consultation period before a decision was made on whether or not to continue with the changes on a permanent basis.

In relation to information on the Council's website, it was agreed that the wording of the survey would be altered to ensure clarity and to include explicit

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instructions on how residents could submit comments in favour or in objection to the scheme. With regard to the availability of monitoring data, it was explained that information had been collated and presented in diagram format, illustrated on a month-by-month basis, and could be shared with councillors.

The Chair then invited local residents to address the meeting.

Mr Mohindra, a Slough resident, raised a number of points in relation to: increased traffic on the road network following the lifting of lockdown and people returning to work; congestion and 'rat-running' throughout the town; and lack of communication from the Council informing residents of the road changes. He asked if it was possible for the free electric bus service to be extended into Langley.

Mr Patel, a Slough resident, highlighted the importance of lowering carbon emissions and promoting sustainable modes of transport. He urged the Council to provide more electric vehicle charging points across the Borough and to work in collaboration with businesses to install points near to places of work. He said that during 2015 the Council had considered plans to implement bus lanes near to Farnham Road – he asked why the Council had chosen to implement the bus lane scheme now, rather than back in 2015. In concluding, he suggested that e-scooters be fitted with tracking devices to monitor and discourage users riding on the highway and using footpaths.

The Environmental Quality Team Manager reported that electrification was only part of the solution to improving air quality. He advised that promoting sustainable transport and modal shift was the only way to reduce the volume of vehicles on the road network. The Council was undertaking work to expand the electric vehicle charging point infrastructure across the Borough. Work was also underway to rollout an electric charging infrastructure for taxi vehicles use over the next two years'.

The Chair then invited councillors in attendance under Rule 30 to address the meeting.

Councillor Strutton raised concern that the joint scrutiny meeting had not been sufficiently promoted by the Council. He said that there had been a lack of communication with local businesses about the bus lane scheme. He asked if officers had been in contact with SEGRO (Slough Trading Estate) and for an indication of the number of employees currently attending office buildings each day. Concern was raised regarding the misuse of e-scooters and the lack of enforcement action. He asked if CCTV footage could be used to identify and prosecute people illegally misusing e-scooters. He commended the work of the Council's Environmental Quality Team to improve the air quality in Slough.

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With regard to the use of e-scooters, the Senior Transport Planner explained that the scheme was new and had been operational since 16th October 2020. Enforcement measures had been discussed with Thames Valley Police and an education campaign to inform residents about the correct use of the e-scooters would be rolled-out.

Prior to the meeting Councillor Wright had indicated a wish to speak under Rule 30. Due to a technical failure Councillor Wright lost connection and did not address the meeting.

Councillor Smith noted that the current bus lane scheme had been implemented under an experimental order, and therefore should involve the collection and analysis of data. He asked how many permanent air quality monitors there were located along areas of the A4 bus lanes both prior and during the Covid-19 lockdown period and how many there would be at the end of the experimental period. He asked if pre Covid air quality data would be recalibrated to take into account the lower background pollution levels during lockdown, due to fewer vehicles and aeroplanes travelling. He asked why Hackney Carriage drivers had initially been prohibited from using the bus lanes, however consideration was now being given to allowing them to use the lanes. He asked what evidence had been used to justify moving the cycle lanes off pavements / services lanes and locating them onto a shared lane with buses. He raised concern that this measure did not promote social distancing. He queried the approach to encourage residents to use public transport, whilst public health guidance to people was to avoid using public transport.

The Environmental Quality Team Manager reported that there were two air quality monitoring stations in Slough; one on Wellington Street and one on Bath Road. He explained that no additional monitoring devices would be implemented. Data already collected would be used as a base line and scientific analysis would be undertaken to determine the impact the bus lanes had had on air quality.

The Associate Director Operations Place explained that the primary remit of the EATF was to promote cycling and walking. Therefore, if infrastructure had been provided for other vehicle users this would have inhibited this aim, and would have made it difficult to demonstrate to the Department for Transport (DfT) the longer-term commitment to promoting active travel in Slough - which was necessary to receive tranche 2 funding.

Councillor Sharif said that Grove Academy had introduced bus passes for pupils. He suggested that some of the EATF be used to fund bus passes for all secondary aged pupils in Slough. He asked what age range e-scooters

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were intended for and if there was a minimum age requirement to hire the machines. He suggested that the Council considered providing separate cycle lanes, similar to schemes operated in European countries such as Holland and Belgium. He said the Bus Lane on Bath Road was not safe for cyclists, especially during the forthcoming winter months. In concluding, he raised concerns regarding traffic congestion, rat-running and air quality. He urged officers to make data in relation to air quality available to the public to demonstrate the benefits of the bus lanes.

The Senior Transport Officer explained that Grove Academy had funded bus passes for its pupils via allocated Section 106 monies. The EATF received from the DfT was required to be used to encourage active travel infrastructure improvements, and could not be used to fund bus passes for pupils. With regard to e-scooters, it was explained that the target market was young, fit individuals using the machines for short journeys. In relation to cyclist safety and the provision of segregated cycle lanes, it was explained that there was no funding available to deliver this proposal; however further consideration would be given to the concept design of the cycle infrastructure along the A4.

In concluding the meeting, the Chair invited Members to make recommendations.

Resolved – That Cabinet be requested to endorse the following:

- (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.

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- (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.

Chair

(Note: The meeting opened at 6.32 pm and closed at 10.06 am)

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Overview & Scrutiny Committee – Meeting held on Wednesday, 4th November, 2020.

Present:- Councillors Dhaliwal (Chair), Mohammad (Vice-Chair), Basra, Gahir, Hulme, Matloob, D Parmar and S Parmar

Also present under Rule 30:- Councillors Nazir and Strutton

Apologies for Absence:- Councillor Sarfraz

PART I

36. Declarations of Interest

None were declared.

37. Minutes of the Last Meeting held on 10th September 2020

Resolved - That the minutes of the meeting held on 10th September 2020 be approved as a correct record.

38. Member Questions

None had been received.

39. Presentation from the Thames Valley Police and Crime Commissioner and Chief Constable

The Chair welcomed Anthony Stansfeld, Thames Valley Police and Crime Commissioner (PCC), Chief Constable John Campbell and Superintendent Gavin Wong to the meeting.

Prior to receiving the presentation, the Chair commented that the slide deck that had been provided was lacking in detail and requested that in future a report outlining crime issues specific to Slough be provided to the Committee.

Chief Constable John Campbell was then invited to introduce the presentation. Members were provided with an overview of policing operations, priorities and crime trends for the Thames Valley area.

Following the conclusion of the presentation, the Chair invited Members to comment and ask questions.

The Committee had a wide-ranging discussion, during which the following points were raised:

- A Member asked if Thames Valley Police received sufficient funding and had suitable officer resource in place to deliver quality policing in Slough. The PCC explained that the distribution of funding was

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based on a grant formula. Thames Valley Police had benefitted from an increase in precept in 2019/20 and had invested in local policing and investigation. Superintendent Wong added that he was satisfied Slough received an equitable share of grant funding and there was a suitable number of police officers operational to undertake effective policing.

- It was noted that the number of Stop and Search incidents had increased by 58% during 2019/20. It was asked if data regarding the age and ethnicity of those being stopped was available. Superintendent Wong agreed to circulate this information to the Committee following the meeting.
- A Member asked if proactive measures were taken to improve the perception of the police amongst young people. In response, it was explained that Stop and Search was an effective measure that prevented people from being unnecessarily arrested. Work was being undertaken to improve public communications and the perception of Stop and Search.
- In relation to Operation RESTORE – the Covid-19 response, it was asked what particular challenges had Thames Valley Police experienced in Slough, and how did Slough compare to other parts of Thames Valley, in respect of adherence to Government guidelines and restrictions. Superintendent Wong reported that more fines had been issued in Slough than in any other area; however the number of breaches had been small. The approach adopted by the police was to ‘engage, explain and encourage’ adherence to the restrictions before taking enforcement action and issuing any fine.
- In relation to recruitment, it was asked if there were apprenticeship opportunities within the police force. It was explained that a range of training opportunities were available within the police. New recruits that did not hold a degree could join the police via a three-year apprenticeship scheme. The Chief Constable explained that he was keen to encourage applicants from a broad range of backgrounds, cultures and experiences – to ensure the police force was representative of the community.
- It was noted that the Violence Reduction Unit was funding projects until the end of March 2021 – it was asked of Thames Valley Police would be willing to support further longer-term, sustainable mentioning schemes in Slough. Superintendent Wong reported that Slough had a dedicated school police officer and the police force supported the Choices Programme which had been rolled-out across schools in the Borough. He explained that Thames Valley Police worked collaboratively with Slough Borough Council to tackle crime issues within the area.
- Concern was raised that the new Crossrail 2 railway could result in an influx of criminals travelling to Slough. Superintendent Wong explained that the police were continually mindful of changes occurring within an area and responded accordingly.
- A Member noted that there was a prevalence of violent and sexual offences in Slough - and asked what action Thames Valley Police had taken to tackle these issues. It was explained that tackling knife

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crime in Slough remained a local police area priority and that Slough had a high success rate of prosecuting offenders of sexual crimes.

- It was noted that data on the Thames Valley Police website indicated that Slough had a comparable crime rate to Oxford. Concern was raised that this indicated that Slough had a relatively excessive level of crime given that Oxford was a city. The Chief Constable explained that notwithstanding the fact Oxford was a city, the populations of Slough and Oxford were similar and Slough had areas of deprivation typically associated with cities.
- It was highlighted that a significant number of crimes occurred within Slough town centre. In view of the Council's ambition to regenerate the high street and encourage footfall - it was asked what action was being taken to improve the perception of the area. Superintendent Wong recognised the impact of anti-social behavior within the town centre and explained that he was working closely with the Council to support its regeneration plans.
- A Member asked what measures the police took to prevent cyber crime. It was explained that there was a specialist regional cyber unit that worked to promote preventative measures people could take to protect themselves from these types of crimes.
- In relation to drug related crimes, it was highlighted that whilst habitual users were often involved in criminal activity to fund their drug use; recreational users were part of the same drug network and this type of activity should be viewed as equally unacceptable as other forms of criminality.
- It was noted that Thames Valley Police needed to make £13.4 million worth of savings over the next three years – it was asked how it planned to meet this target. In response, Members were assured that there were no plans to close Slough Police Station or make cuts to the local policing resource.
- Concern was raised regarding the increased number of assaults against police officers across the Thames Valley area. Superintendent Wong explained that historically assaults had been considered 'part of the job' - however increasingly instances were being reported and the Crown Prosecution Service was supportive in prosecuting offenders.
- A Member asked if Brexit would have a detrimental impact on counter-terrorism policing. It was explained that robust transition arrangements were in place and intelligence would continue to be shared by the International Criminal Police Organisation.

The Chair then invited Councillors in attendance under Rule 30 to address the Committee.

Councillor Strutton queried why there had been a significant increase in the number of sexual offences and car thefts. He raised concerns regarding the increased incidents of: anti-social behavior, including illegal use of E-Scooters, crimes involving firearms, and violent crime occurring in Slough town centre. He urged Slough police force to work effectively with the Council's CCTV department to share information and intelligence. In

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concluding, he asked if proceeds of crime funding could be used to recruit additional police officers to improve policing in Slough.

Superintendent Wong responded to the issues raised. In relation to sexual offences he explained that there had previously been a small number of cases, therefore a small increase, expressed as a percentage, equated to a 180% increase. He explained that during lockdown more people had spent time at home and this had resulted in fewer burglaries and more car thefts. In relation to firearms, it was explained that this type of crime was uncommon and formed a small part of overall crime rates. He reported that the police worked with the Council and utilised its CCTV footage when necessary.

The Chief Constable explained that because proceeds crime funding was not guaranteed, it was not possible to use this income to recruit additional officers. Funding received was distributed to local charities that supported the reduction of crime in the local area.

Councillor Nazir said he was encouraged to hear about the excellent joint work undertaken between the police and Slough Borough Council. He thanked Superintendent Wong, the PCC and Chief Constable for their good work.

Resolved – That Cabinet be requested to consider the following recommendation:

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 has already been undertaken.

40. Forward Work Programme 2020/21

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

41. Members' Attendance Record 2020/21

Resolved – That the details of the Members' Attendance record be noted.

42. Date of Next Meeting - 7th January 2021

Resolved – That the date of the next meeting was confirmed as 7th January 2021.

Chair

(Note: The meeting opened at 6.30 pm and closed at 8.28 pm)

O&S BRIEFING OUR FUTURES

28 January 2021

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AGENDA ITEM 4

AGENDA

ITEM

TARGET OUTCOME

1

Introduction

✓ **Strategy** on a page, vision, key themes

2

Our Futures

✓ **Update** on our programme plan

3

Implementing the new operating model

✓ **Update** following Phase 1 & 2 consultation

4

Website Launch

✓ **Update** on the new website

5

Localities

✓ **Update** on our programme plan

Our vision for Slough:
A place of opportunity and ambition

Our strategic outcomes:

- 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 business and investment to provide opportunities for our residents

Our vision for the Council:
We are a world class organisation
We are strong local leaders with our partners
We deliver high quality and effective outcomes

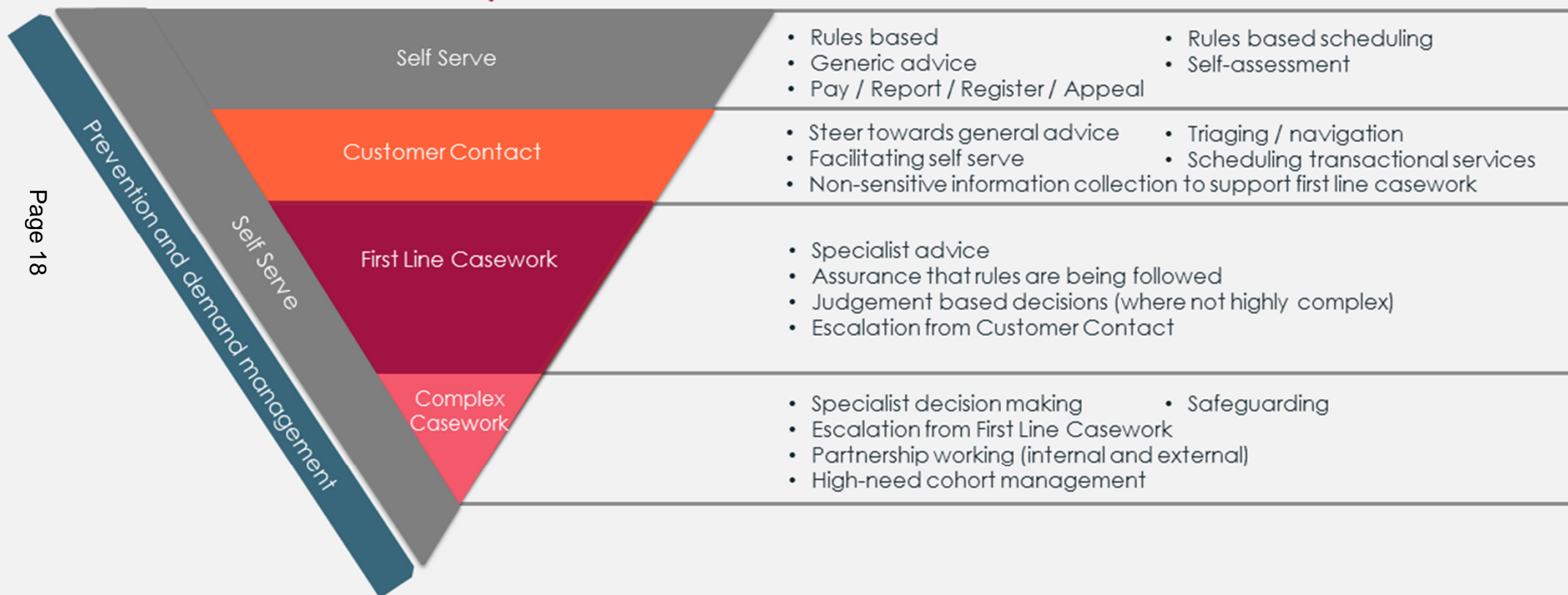
We will achieve this through a new relationship with our customers:

Residents	Business	Partners	Staff	Members
<p>Our promise...</p> <p>We will deliver high quality local services, supporting people as early as possible. We are self service and digital by default and make the best use of the resources we have.</p>	<p>We will make it easy for businesses to interact with us and we make Slough an attractive place to invest in.</p>	<p>We will be a strong partner. We will lead, facilitate and participate in partnerships and statutory boards effectively and share data so we can work together to make Slough thrive.</p>	<p>We make SBC a rewarding place to work, make it easier for people to do their jobs and provide people with opportunities to progress.</p>	<p>We are driven by political priorities, provide high quality advice, and support Members in their community roles.</p>
<p>Is met with a contribution...</p> <p>Our residents are engaged to help us shape Slough and take pride in our environment. They do their best to stay healthy, to live independently and to help our children to succeed.</p>	<p>Businesses will work with us to benefit the Slough economy, environment and our community.</p>	<p>Partners work with us to deliver the best outcomes for Slough and we have shared collective responsibility</p>	<p>Staff are proud to work for SBC, they are committed to excellence, work smartly and take responsibility for their professional development.</p>	<p>Members lead and govern with integrity, listen to community interest, respond to enquiries and attend training.</p>

- We make it easy**
We make self-service, independence and dealing with us easy
- We make it count**
We put our scarce resources where they do the most good today and tomorrow
- We make it work**
We join up information and work with our partners to get the right outcome first time
- We make it rewarding**
Residents, business, communities and SBC employees benefit from Slough

CUSTOMER MODEL PRINCIPLES

Activity levels in our future operating model



KEY TRANSFORMATION AREAS

THE MOST CRUCIAL CHANGES TO ENABLER DELIVERY OF THE COUNCIL'S VISION ARE IN THE FOLLOWING AREAS...

Self-service and digitisation

Increasing the scope of self-service functionality through JADU and others (incl Revs & Bens, DSO, Reg Services, IT, ASC, Housing)

Better digitisation of service delivery, e.g. Reg Services

Locality based delivery

Bringing services to the heart of communities, tailored to their needs.

Working closely with local partners and communities, with shared strategic oversight of all local projects and assets.

Better customer service

Increasing the scope of customer services and better empowering customer service agents to provide holistic support to customer, resolving as much at first point of contact as possible

Holistic approach to prevention

Enabling a joined-up response to those residents/families who are most vulnerable or most in need, from all relevant council services, to support independence and prevent their needs from escalating.

Growth in strategic capability (Run vs Change the business)

Building the ability of the council to plan and act strategically, beyond day-to-day operational pressures, including, innovation, data & insight, prevention, comms commissioning, sustainability

Better team synergies

Bringing teams with similar remits and/or skills together (either structurally or virtually) builds communities of excellence, empowers teams to be mindful of 'the bigger picture' and improves customer experience.

Improved opportunities for staff

Providing staff with the roles, rotation, development opportunities, training, support and career pathway to grow. A better engaged workforce will reduce attrition in pivotal roles, reduce agency spend and build corporate memory.

Savings through efficiency

Reducing operating cost where possible through consolidation of aligned functions, reduced agency spend, streamlining of management, increase in self-service and a shift towards more digital delivery

OUR FUTURES – PROGRAMME PLAN

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SOME OF OUR PROGRAMME ACHIEVEMENTS TO DATE

1 Improvements to member casework



2 LMP decant



3 Locality hubs operational; Langley, Cippenham and Britwell



4 Cashless



5 Design and recruitment of new leadership team



6 Commencement of Office 365 roll-out

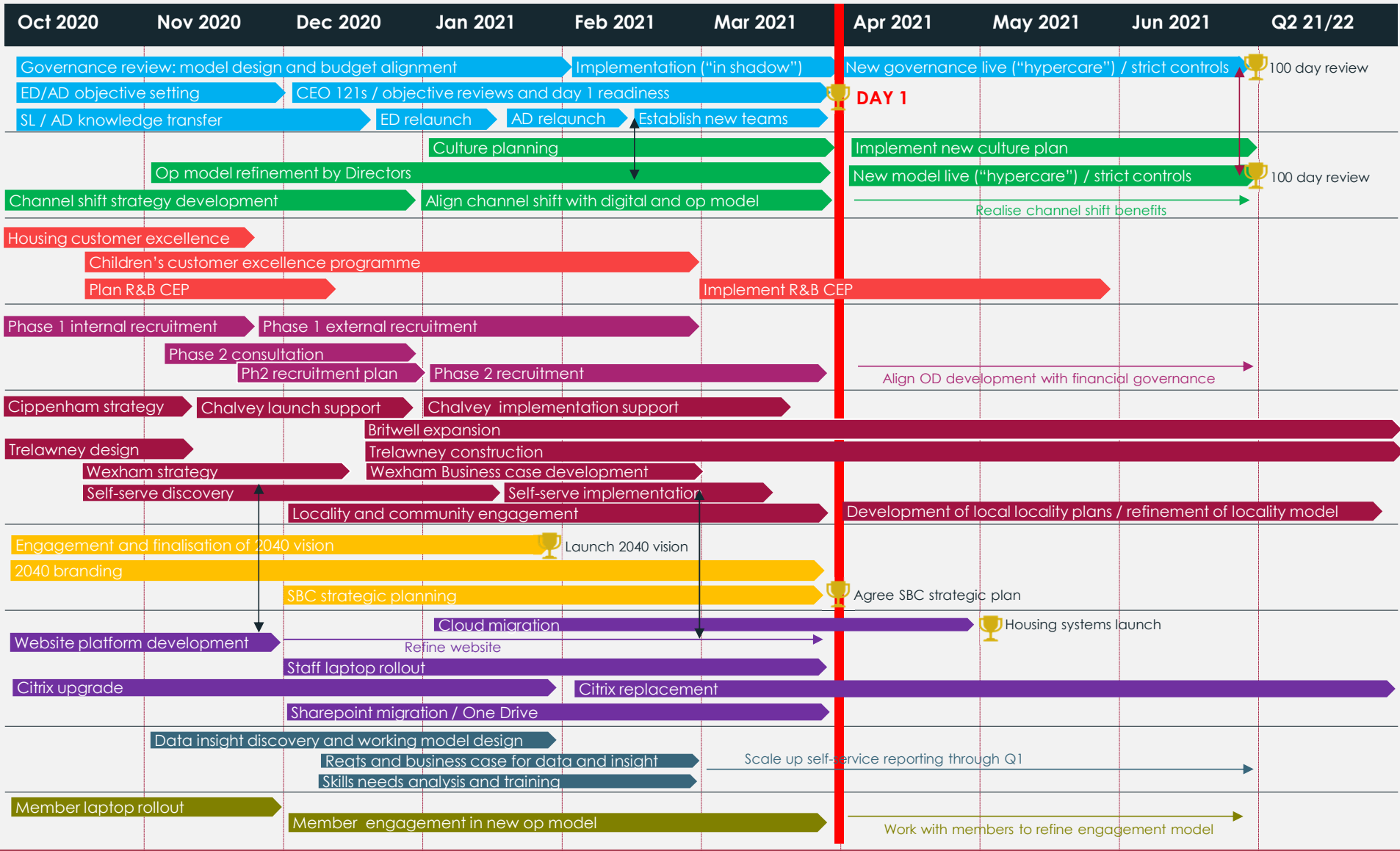


7 Operating model design and full OD model out to consultation



8 Customer excellence programme





IMPLEMENTING THE NEW OPERATING MODEL

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Area of change	Description of change	Rationale for change
Increased Digitisation and self-service	The impact of increased service digitisation and self-service has influenced how and where we are proposing to focus resource, in particular, shifting the focus of Customer Services and Business Support onto more core elements of service delivery.	There will be less of a focus on transactional activity where that can be delivered through better technology.
Customer Services and Business Support	We proposed the centralisation of Customer Service and Business Support into centres of excellence from which resource can be deployed across the council.	This will improve our agility and resilience as a council, increase the breadth of opportunities available for staff and support greater career progression.
Strategy & Improvement	We're proposing the creation of a Strategy and Improvement team, including a Data & Insight function.	This team will enable the council to define and deliver a coherent and joined up strategy, informed by data-driven insights on both our operations and our customers. It will also drive continuous improvement across all service areas.
Corporate Services	We are proposing to centralise corporate services into centres of excellence, supporting service areas through a Business Partnering model.	This will allow us to maintain best practice across our corporate services and to respond in an agile way to provide hands-on support to service areas as needed.
Bringing together aligned services	Our proposal brings together services which are aligned in either strategy or delivery, examples include bringing more functions into a larger 'Revenues, Benefits and Charges' team, bringing together community and neighbourhood based services, and bringing together our people-based strategy and commissioning activities.	This will enable us to ensure we are taking strategic cross-service approaches to our delivery to deliver better outcomes for our residents.

RESTRUCTURE

CONSULTATION

Over past 12 months we have been working to design our new operating model, to achieve our vision of making Slough a world class organisation. As you may be aware, to implement the council's new operating model as part of the Our Futures transformation programme, we have been carrying out a complete organisational redesign.

This is taking place in two phases:

PHASE 1

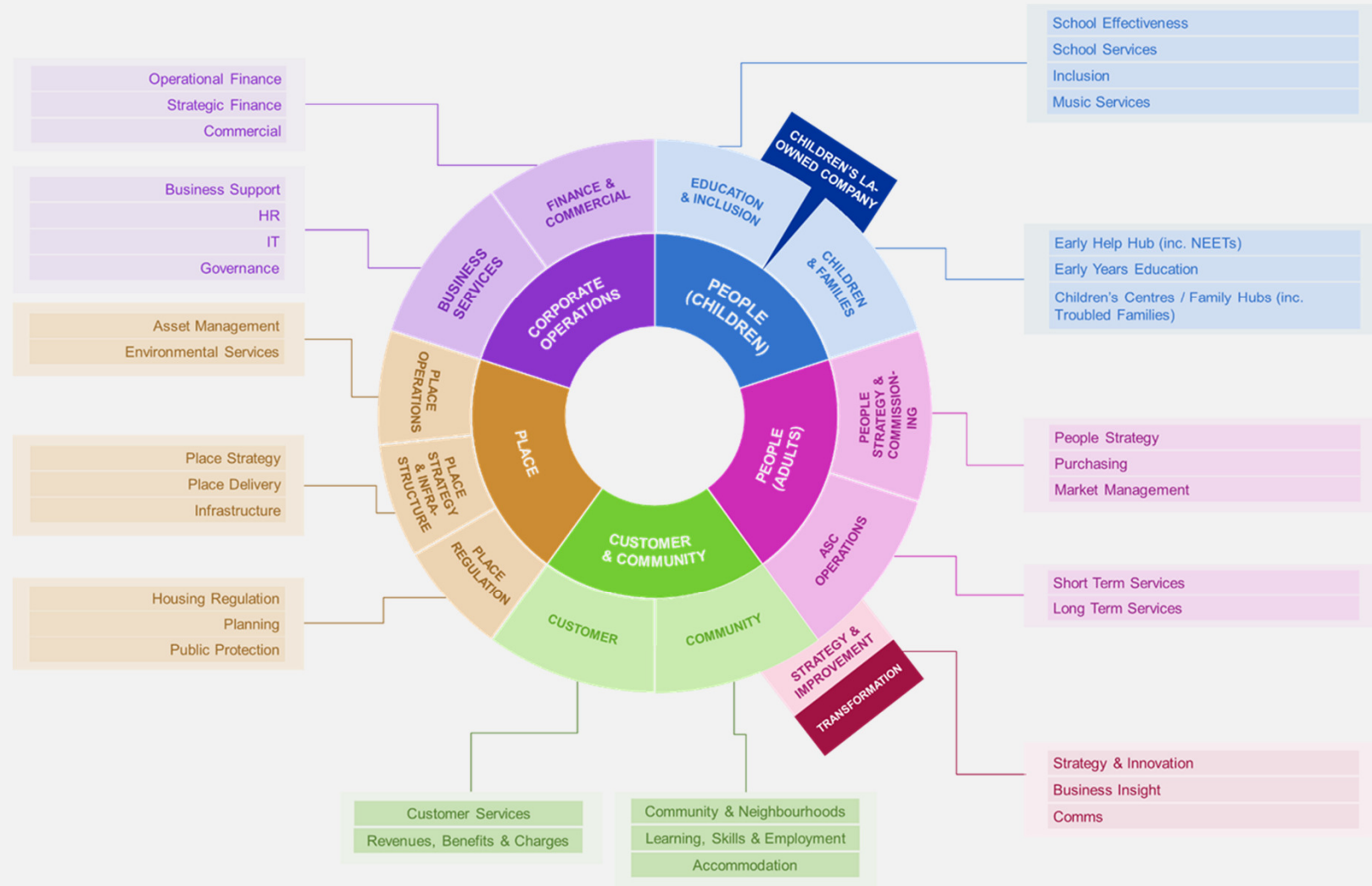
Senior Management: Phase 1 entailed a reorganisation of SBC's senior management team. This is on course to deliver recurrent savings of just under **£1m** year-on-year. Our new leadership team has been established and we are now recruiting to the remaining vacancies.

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PHASE 2

Main Staff Body: Phase 2 of the organisational redesign is a restructure of the main staff body and individual functions, in line with the new operating model design work that has been undertaken.



What will this look like?

Focus on prevention & demand management; use partnerships to shape demand

Customers to self-serve starting processes and find information online

Resolve quickly & update customer records; multiple entry points (e.g. hubs, phone, etc.)

First-line casework, managing cases to completion; flexible skills able to manage a number of requests

Complex cases – e.g. high-value, vulnerable individuals, interventions, decisions where qualifications are necessary

Customer Demand

Prevention & Demand Management

Self-Serve

Customer Contact

First-Line Casework

Complex Case-work

What do we need to enable working like this?

Information in the right place, website, partnerships, customer insight, community enablement

Information in the right place, website allows customers to track cases and start/complete processes

Website, call centre, customer hubs, segmentation / triage

Segmentation / triage, customer records available, customer insight, multi-skilled across services

Customer record; skills & knowledge

OUR NEW WEBSITE

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DIGITAL PLATFORM – WHAT IS IT?

What it is



The main entry point for customers to access our services



An enabler for customers to transact with us

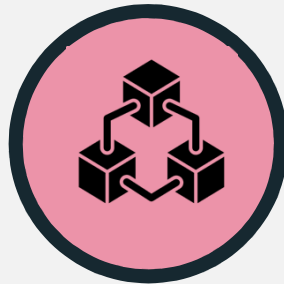


A mindset shift – to thinking digital by default

What it isn't



A **communication and PR tool** to promote the Council



Just a website – a fundamental change provision of services and moving towards digitisation



An **add-on** to the face to face contact and contact centre we already have



Completely finished - this is just the start of our journey to become more digital

DIGITAL PLATFORM – WHY HAVE WE DONE IT?



For our customers

- Facilitate more efficient resolutions for customers
- To save customers time in transacting with us
- To give the control back to our customers by increasing ability to self-serve without having to interact with us
- To keep customers better informed

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For our staff

- To provide a digital door to the website we can all be proud of
- To reduce time spent by our staff on manual tasks such as rekeying information from one system to another, thereby freeing up officer time for more complex and valuable work
- To increase user control, with less bureaucracy and levels of sign off



For our Council


- To underpin and enable our new operating model
- To transform us to a modern council and bring our customers along on this journey
- To relieve pressure on our contact centre and Community Access Points (Community Hubs)
- To move towards a faster and cheaper way of serving our customers
- To reduce handoffs, thereby reducing risks of cases falling through the cracks



Coronavirus/Covid-19

[Latest guidance on Covid-19, service updates and help available >](#)

How can we help you?

 Search



Apply

- > Council job
- > Council home
- > School place



Report

- > Missed bin collection
- > Pothole in street
- > Flytipping



Pay

- > Council tax
- > Parking fine
- > Council invoice



Coronavirus/Covid-19

[Latest guidance on Covid-19, service updates and help available >](#)

[Home](#) > [Bins, waste and recycling](#) > [Household waste collection](#) > [Missed bin collection](#)

Report a missed bin

[Form to report missed bin collection](#)

Related Directories

> [Find bin collection days](#)

Missed bin collection

If we have missed your refuse, recycling or garden waste bin; we apologise for any inconvenience this may have caused.

Reasons for missed collection

If your bin was missed on its scheduled day, there could be a number of reasons why. So, before you contact us, check that the following factors aren't responsible for your missed collection:

Position

Your bin should be placed clearly visible and not cause any obstruction at the front of your property. It's helpful if the bin is positioned with the handles towards the street.

Day and time

Make sure your bins are put out on the right collection day and before 6am. Check your [bin](#)

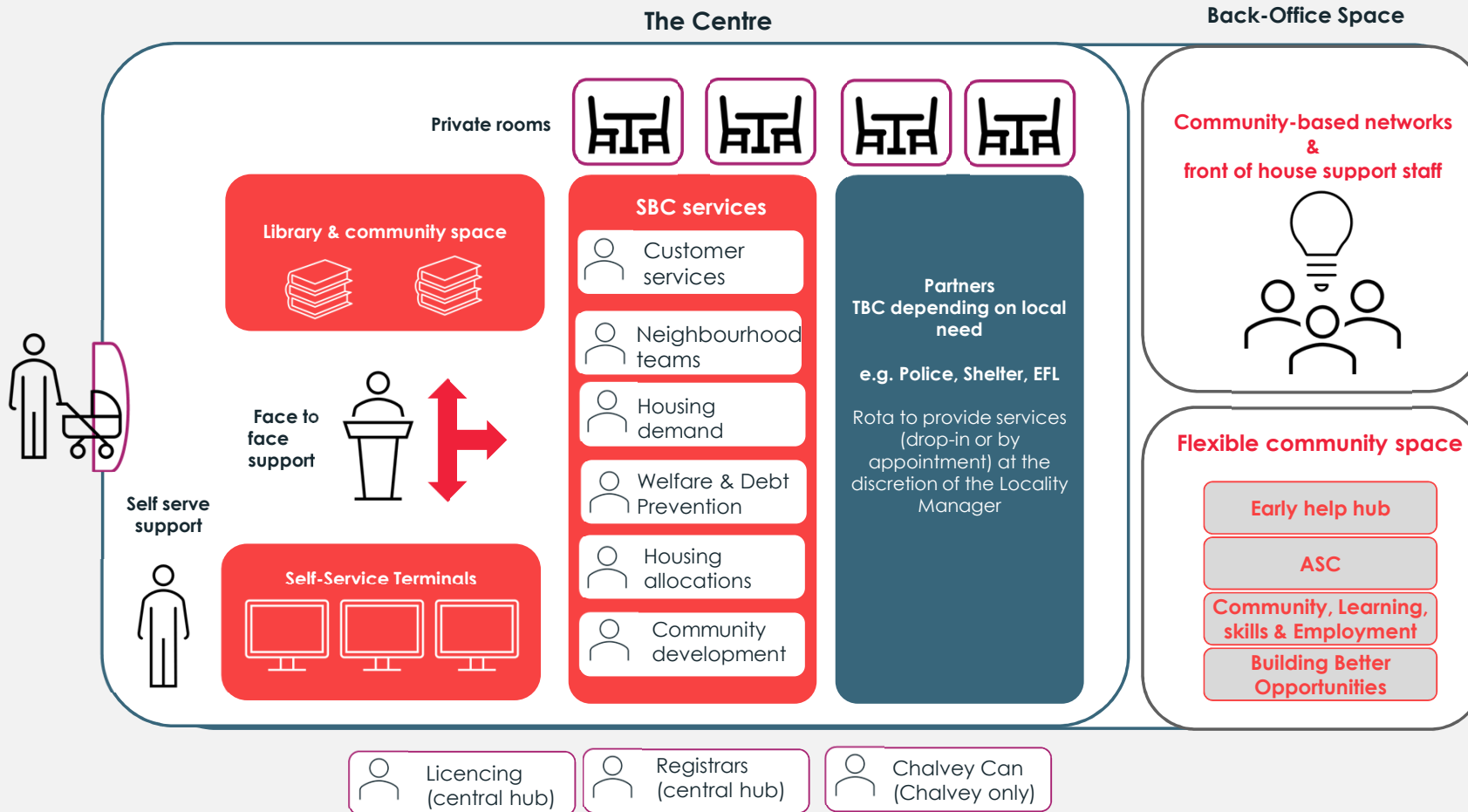
LOCALITIES

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LOCALITY CENTRE DESIGN

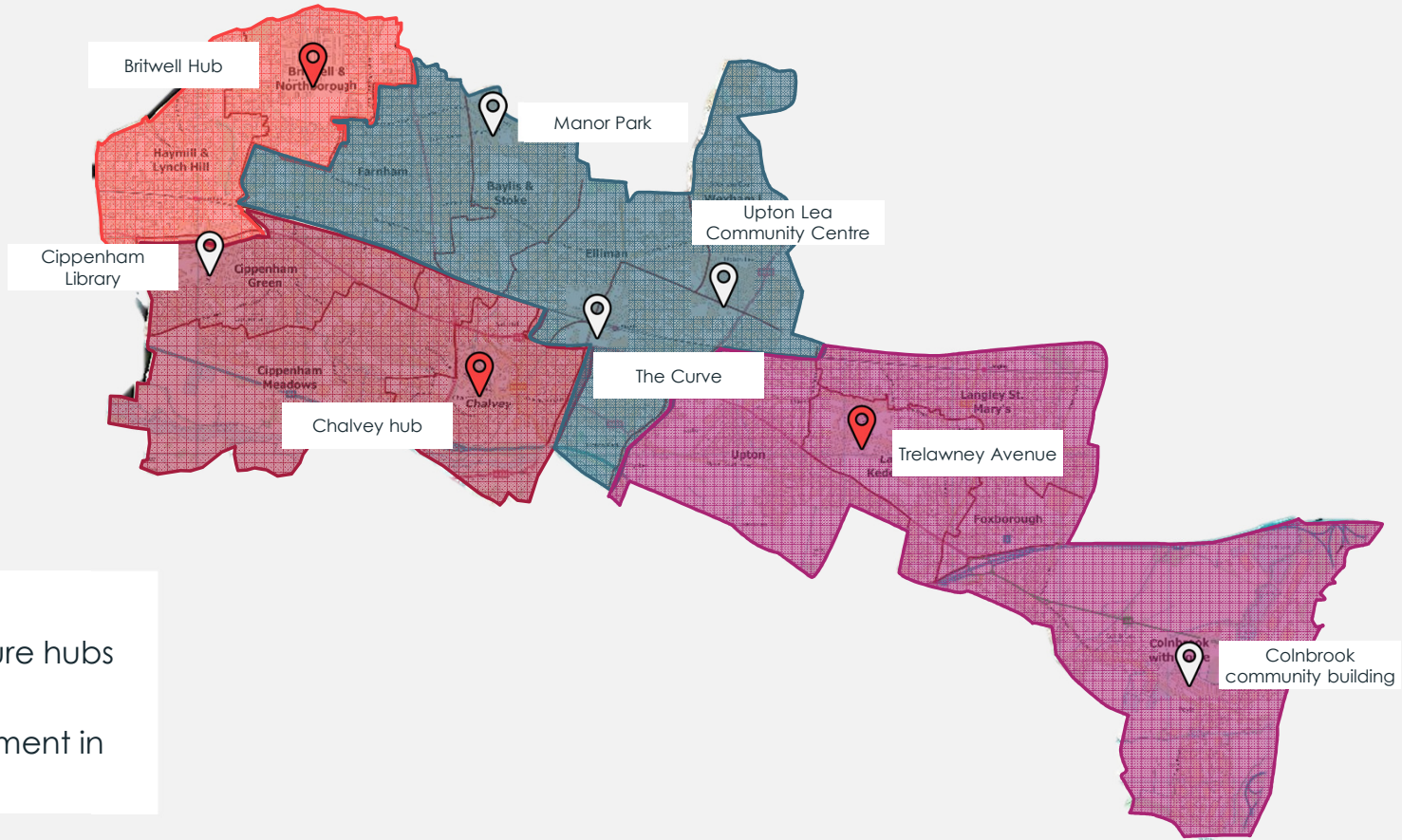
OUTLINE OF THE LOCALITY CENTRE PHYSICAL DESIGN AND SERVICES WITHIN THE HUB

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EMERGING MODEL - LOCALITY HUBS

WHERE OUR FUTURE HUBS WILL LOCATED



BRITWELL & NORTHBOROUGH, HAYMILL & LYNCH HILL
LOCALITY ASSET UPDATE

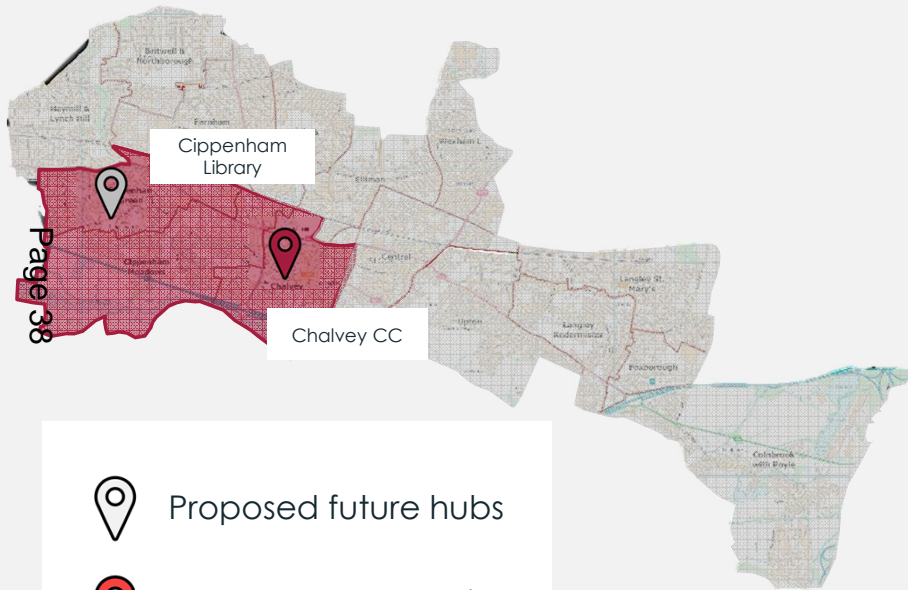


Britwell community hub



Headlines	GP surgery design is complete and agreed Agreement of final business case in January Contact centre relocation business case finalised
Key dates	SBC final business case sign off – January
Next steps	Contact Centre relocation construction commences in Commence construction 1 March 2021 Completion date est. December 2021

CHALVEY, CIPPENHAM GREEN, CIPPENHAM MEADOWS

LOCALITY ASSET UPDATE



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-  Proposed future hubs
-  Hub development in progress

Chalvey community hub

Headlines	Handover complete Internals in development
Key dates	Building complete - End of January 2021 Building open to public – end of Feb (restrictions permitting)
Next steps	Open in line with regulations

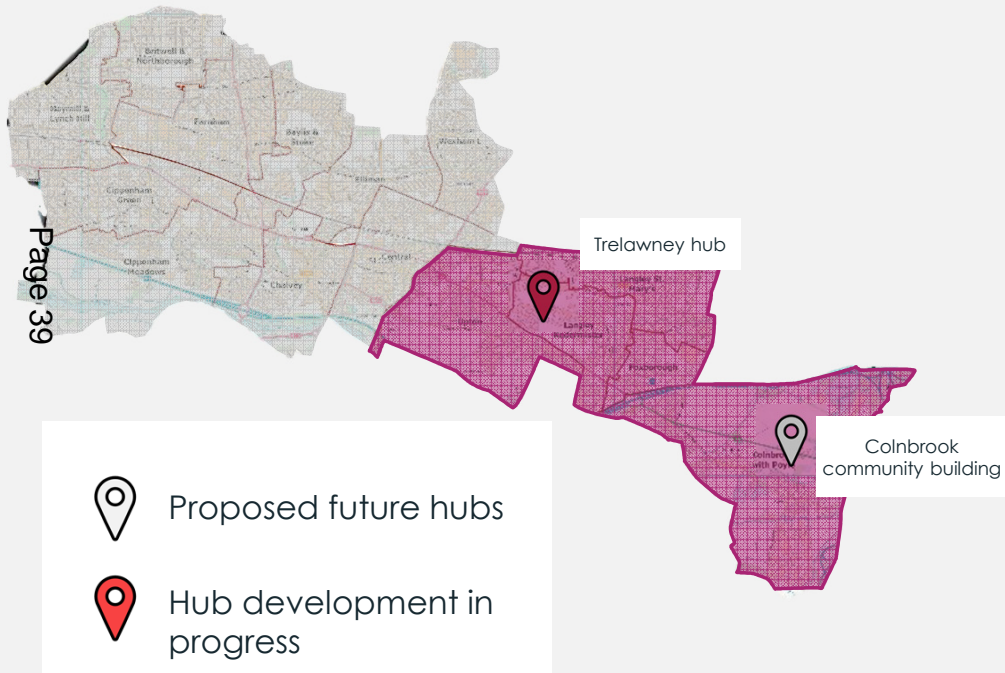
Cippenham library building

Headlines	Agreement to progress Cippenham Library development
Key dates	tbc
Next steps	Complete conceptual stage and develop an outline business case

Further to the above scoping work to be completed on the Earls Lane and Eltham Avenue assets.

COLNBROOK WITH POYLE, LANGLEY KEDERMISTER, LANGLEY ST MARY'S, FOXBOROUGH, UPTON

LOCALITY ASSET UPDATE



Trelawney Hub

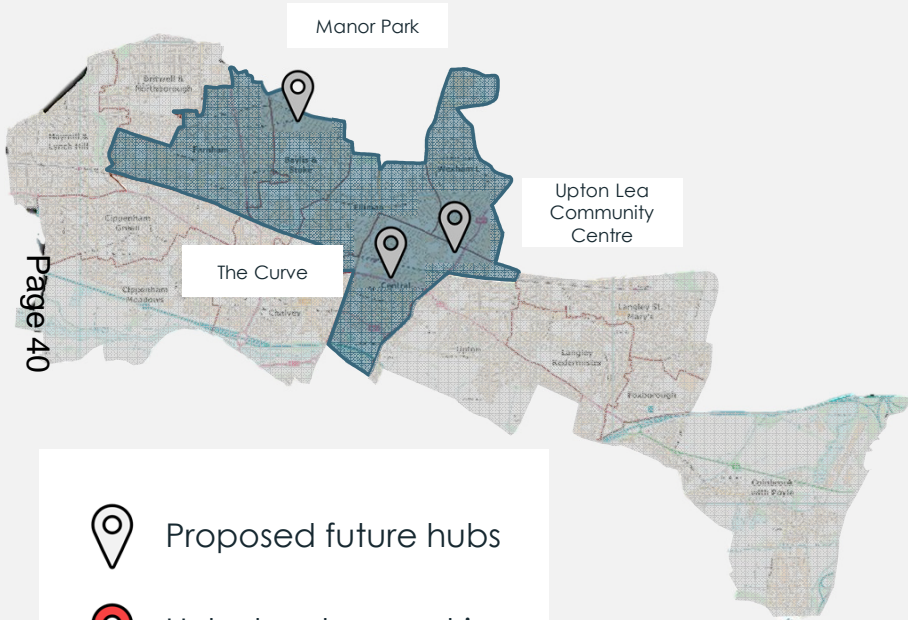
Headlines	Planning application submitted Progress to detail design of building
Key dates	Planning committee February 2021 Construction begins in June 2021
Next steps	Detail design

Colnbrook community building

Headlines	Colnbrook community building purchased
Key dates	Conceptual document to be defined as part of Strong Health and Attractive neighbourhoods
Next steps	Progress to Scope stage through Strong, health and attractive community engagement

WEXHAM, ELLIMAN, CENTRAL, BAYLIS & STOKE, FARNHAM

LOCALITY ASSET UPDATE

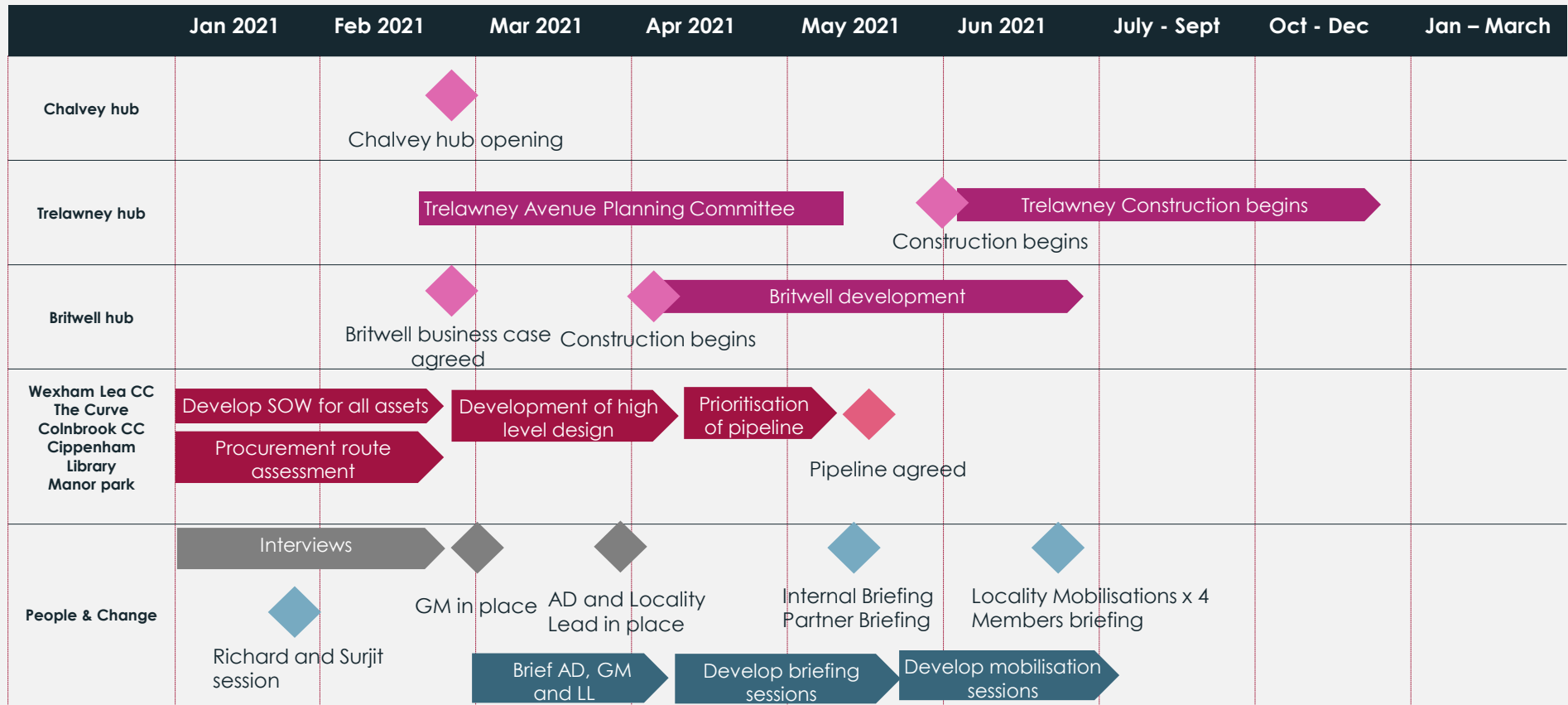


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Options	Outline	Progress to Scope
Stoke wharf	Potential long term opportunity to be scoped through Stoke Wharf Development to be confirmed	Keep informed
Upton Lea CC	Further feasibility for community hub to be scoped, other options currently being considered	Yes
Curve	Minor remodelling in pipeline, dates to be defined in the coming months	Yes
Manor Park	Improvements and development in the pipeline, dates to be defined in the coming months	Yes

FORWARD PLAN

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THANK YOU

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 28 January 2021

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

(For all enquiries) (01753) 875847

WARD(S): All

PART I
FOR CONSIDERATION AND COMMENT

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

To provide Overview and Scrutiny Committee 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

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

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

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

SJWS Priorities:

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

This performance report documents progress against the Five-Year Plan, which is 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 Overview and Scrutiny Committee 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 Overview and Scrutiny Committee 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 Overview and Scrutiny Committee 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 was reviewed by Cabinet on 14 December 2020.

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 Overview and Scrutiny Committee in April 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

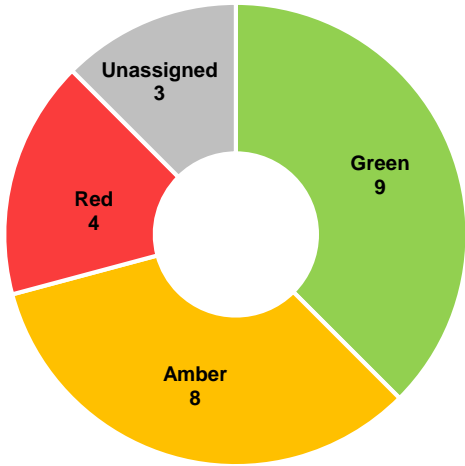
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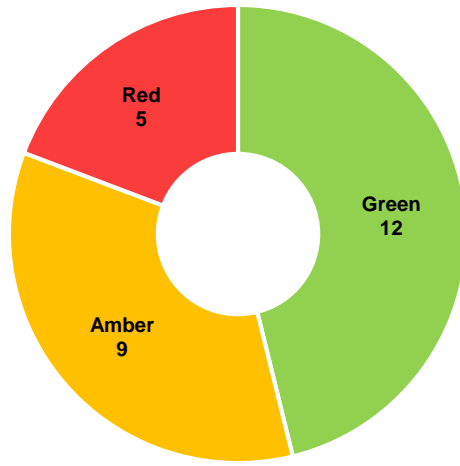
2020/21 Quarter 2: Executive Summary

Performance against target (RAG)

Key Performance Indicators

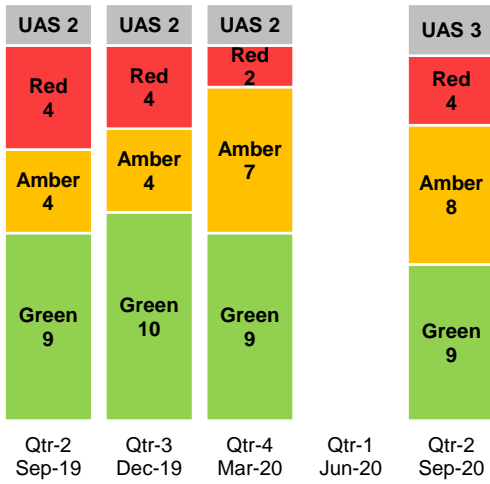


Project Portfolio: Overall Status

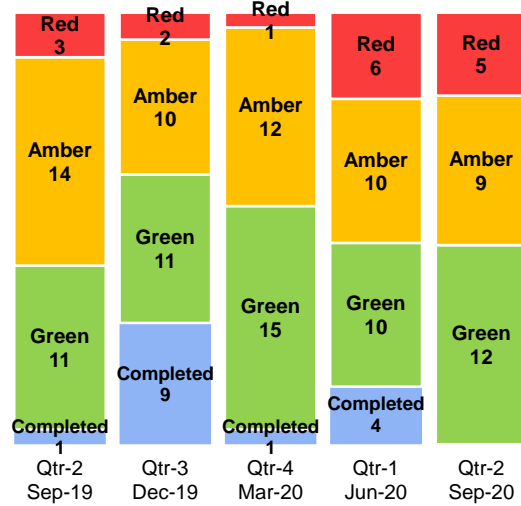


Comparison with previous quarter

Key Performance Indicators



Project Portfolio: Overall Status



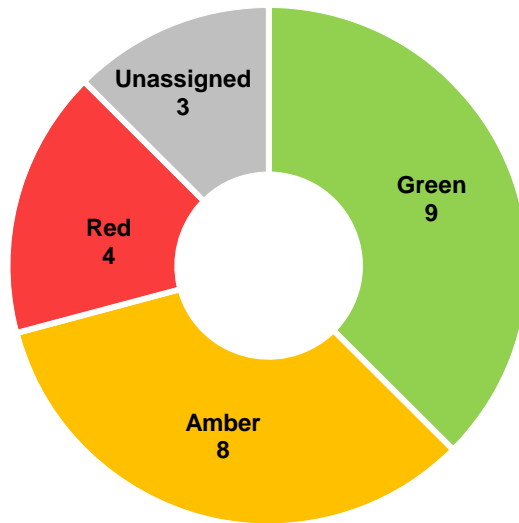
Performance Scorecard

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 55

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**

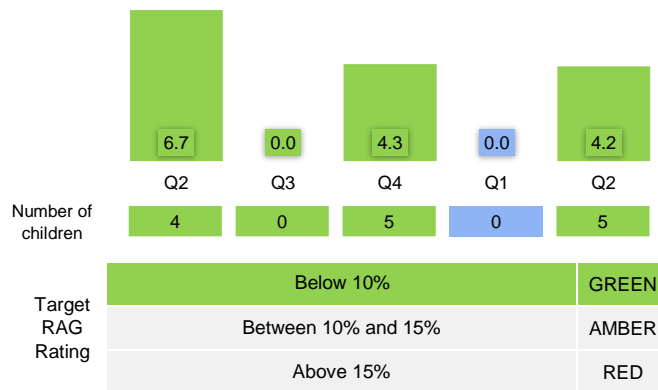
Based on the 2020 annual staff survey, 67% of staff stated that they proud to work for the council. This is 5% reduction from 72% in the 2018 annual staff survey.

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 ↓

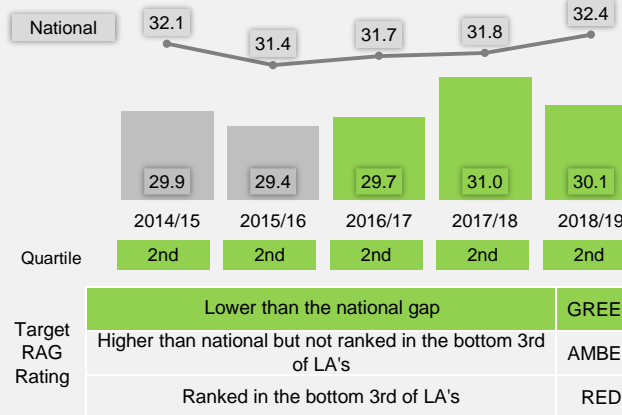


There were 119 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 57 families. Five children became subject to a CPP for the second or subsequent time within 2 years, the relates to 3 families. There were 20 children (16.8%) that became subject to a CPP for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



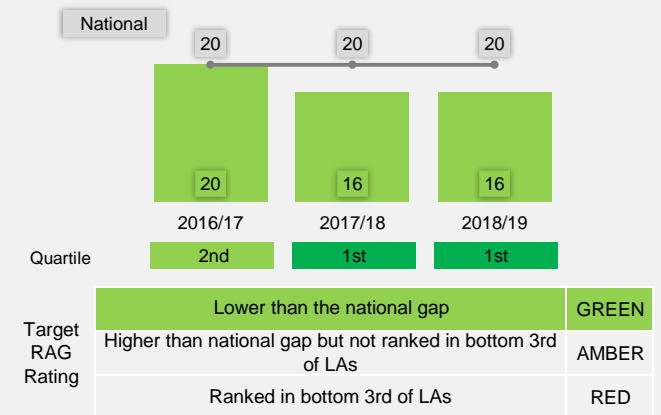
Measured once a year, derived from teacher assessments.

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.

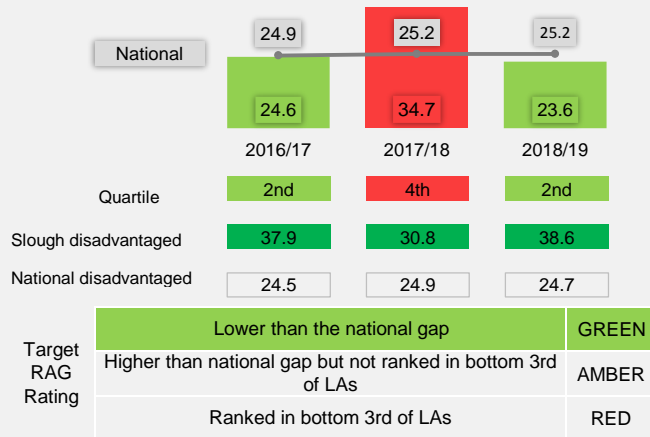
Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

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 ↑



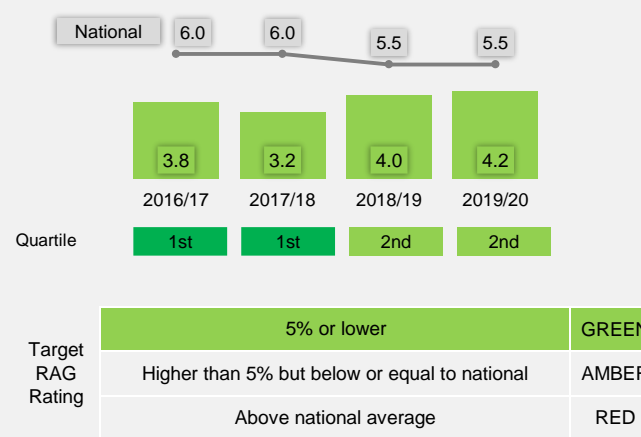
Measured once a year, derived from end of year exams.

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

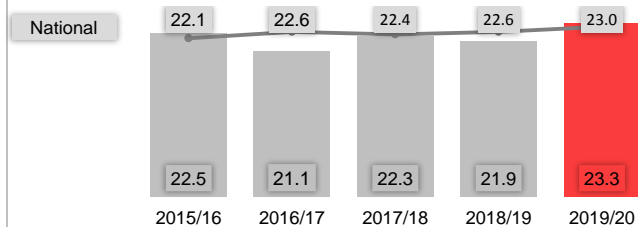
New indicator yet to be established.

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

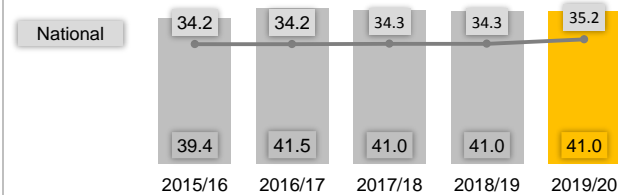
Child weight is measured annually in the Government's National Child Measurement Programme (NCMP). It covers children in Reception (aged 4-5 years) in mainstream state-maintained schools in England.

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

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

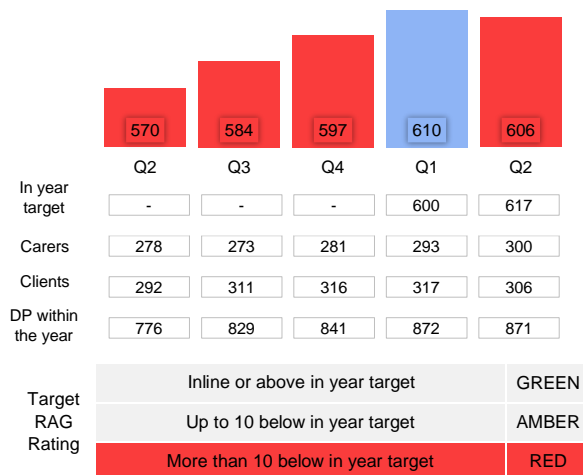
We worked with schools to launch "The Daily Mile" which is delivered in around 12 primary schools. Over the past 2 years, and now integrated as part of our new "Health and Wellbeing Slough" (HWS) service we have rolled out "Active Movement". This is a behaviour change programme currently delivered in 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 ↓



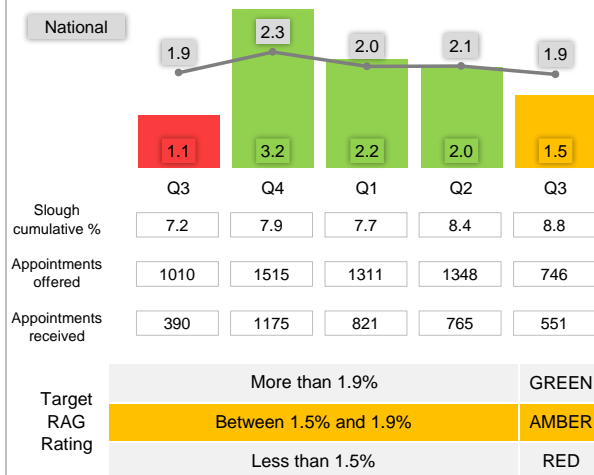
Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

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.

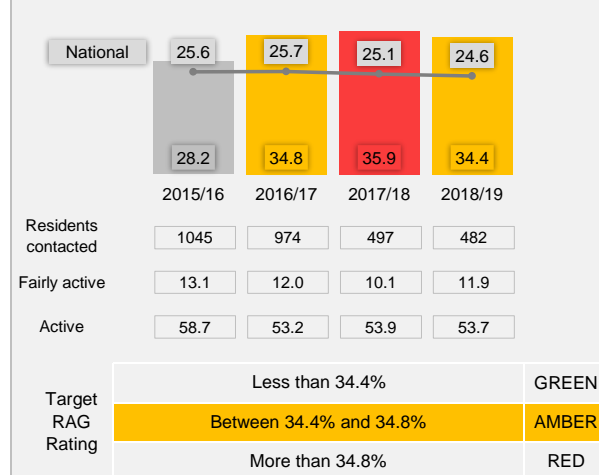
The NHS Health Check appointments received figures for Q1 to Q3 have been revised and are now consistent with the locally monitored data. Q3 shows a general dip in activities due to competing priorities (e.g. flu season and normal winter pressures). Due to Covid-19 the national release of Q4 and Q1 data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



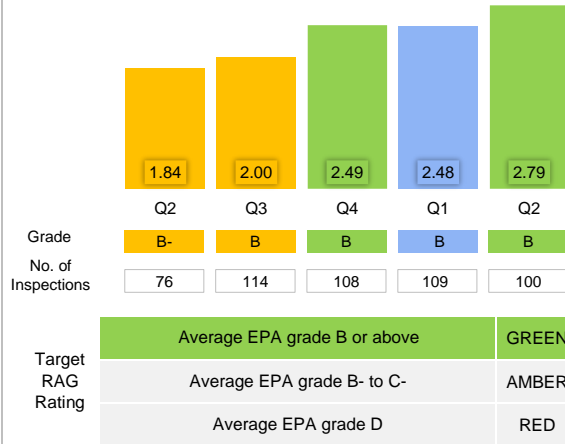
This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England.

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) ↑



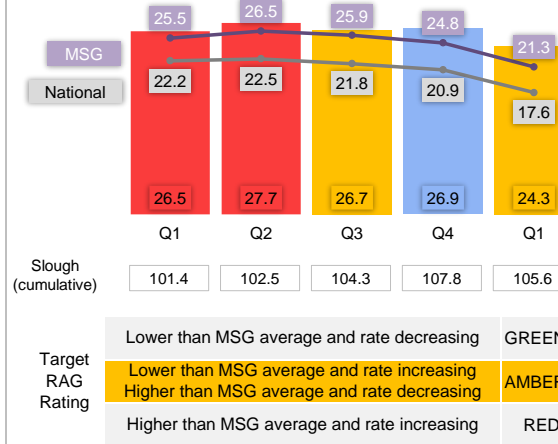
Throughout each quarter, SBC officers conduct inspections of nineteen Gateway sites, awarding a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an Environmental Protection Agency grade for that mean average.

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.

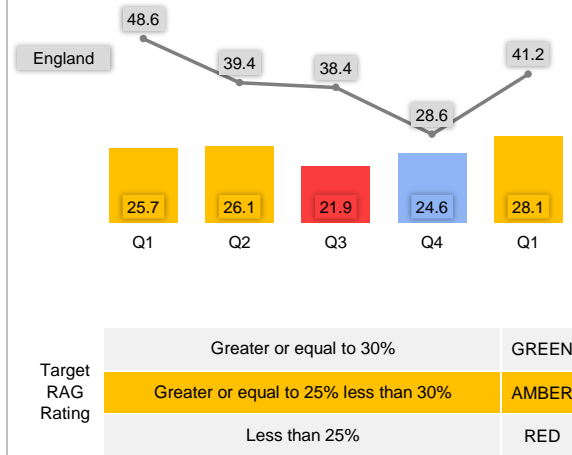
A number of tangible outputs are being realised by the Slough Violence Taskforce, with the support of the Thames Valley Violence Reduction Unit. Most recently a communications sub-group has been set up to communicate to our communities in Slough, the work of the taskforce and multi-agency partners in 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 ↑



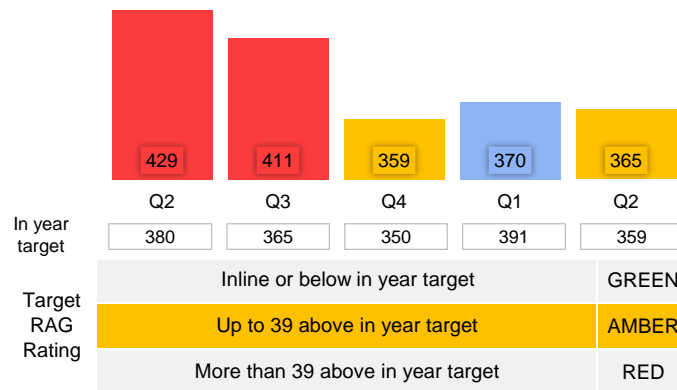
There has been a 3.5% improvement in the overall recycling rate for Q1 at 28.1% and a 2.4% improvement from last year of 25.7%.

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.

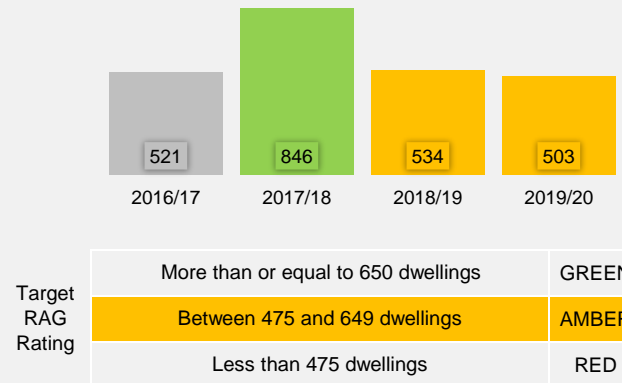
A slight reduction in the number of homeless households in temporary accommodation from 370 in Q1 to 365 in Q2. This is a noticeable improvement from Q2 in 2019/20 of 429 households. This demonstrates the success of the housing strategy implemented by the team. The figure reported at end of Q2 is slightly 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 ↓

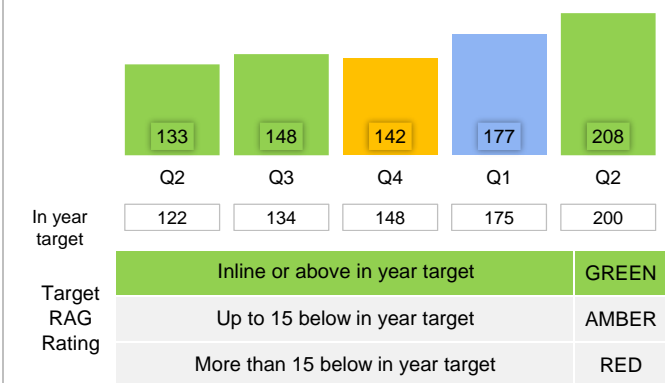


Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

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.

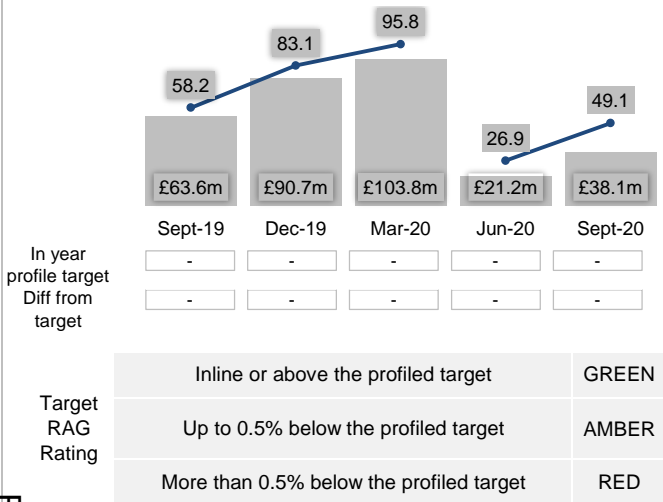
During Covid-19 there has been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. Management are working to ensure that officers have access to 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

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

£38.1m
49.1% ↓



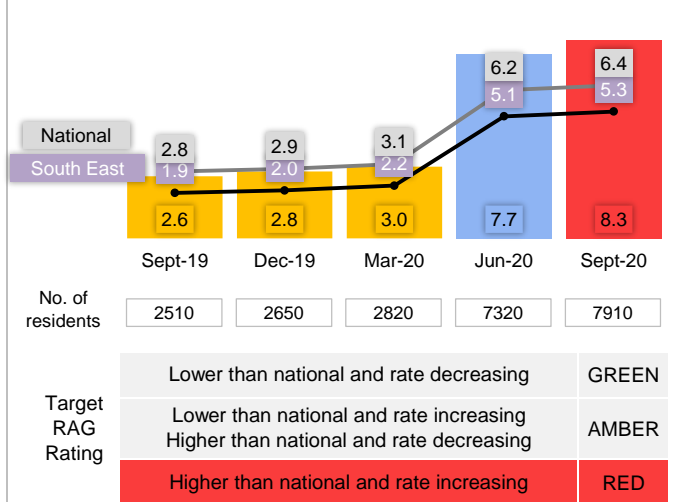
Business rates are collected throughout the year; hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income.

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 ↓



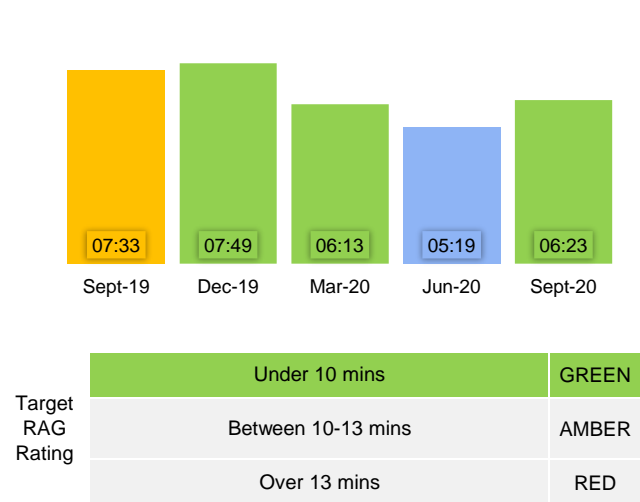
Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for Sept of 8.3% comprises of 7,910 people of which 1,215 aged 16-24 (11.2%) and 1,940 aged 50+ (8.5%). The rate remains above the national and South East of England average and is the 7th highest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

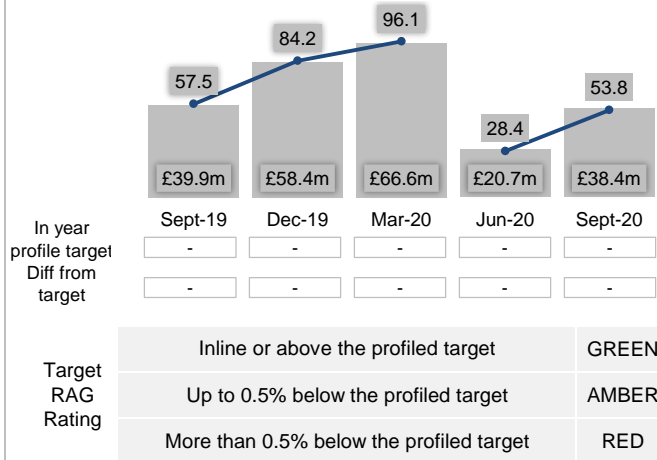


The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Sept-20 was 6 minutes 23 seconds. This is an improvement from this time last year of 7 minutes 33 seconds.

Corporate Health Indicators

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

£38.4m
53.8%



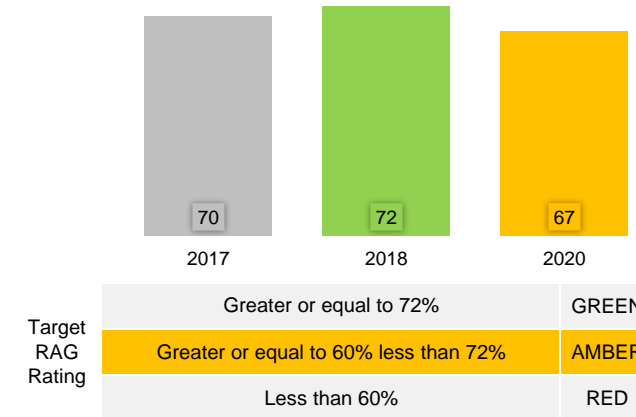
Council tax is collected throughout the year, hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for council tax in year collection rates.

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%

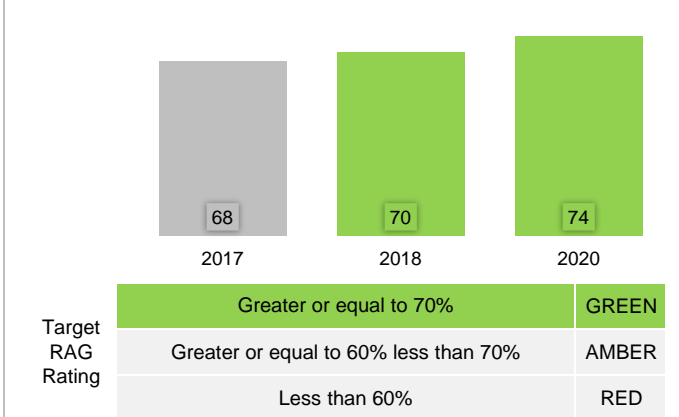


Based on the 2020 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

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.

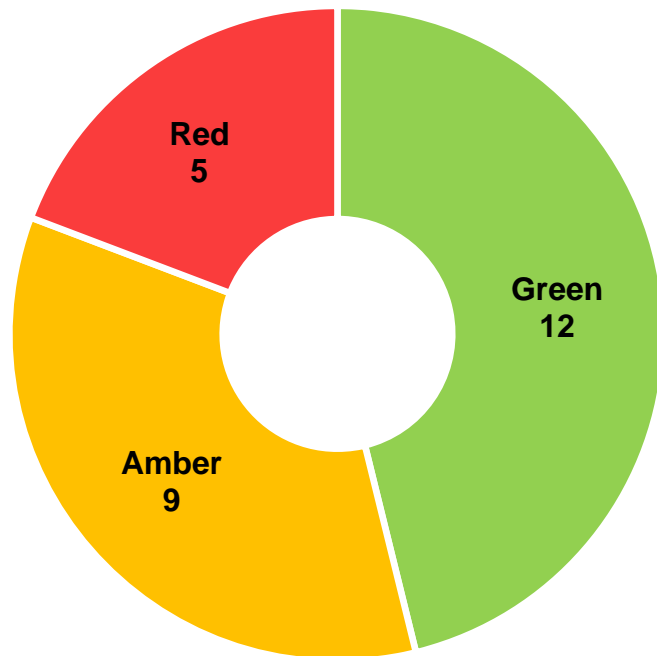
This year's results are based on a response rate of 40% which is lower than the rate in 2018 of 47%. Staff survey results and comments will be published on insite as an evidence base for action. Service specific issues - e.g. comments about IT, HR policies, or relating to a particular directorate/service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

Project Portfolio

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>	✓

	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>	

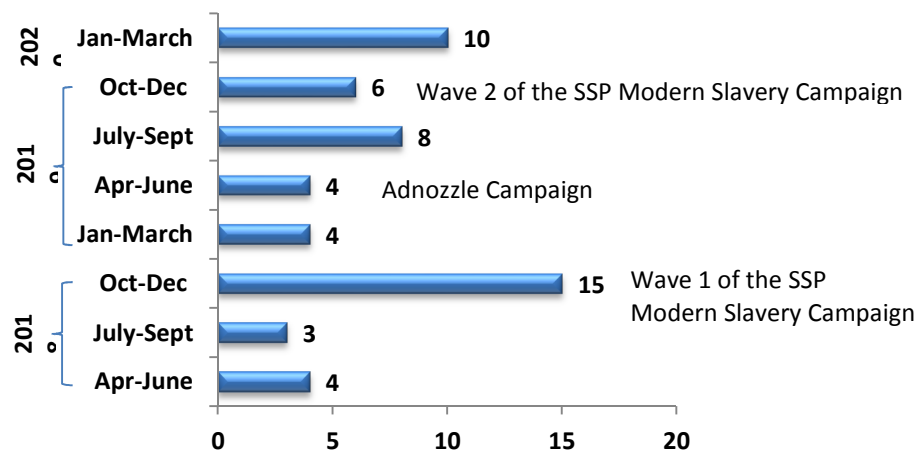
19	We will help establish and facilitate a private tenants' association to give private renters a voice	First meeting October 2019 Ongoing	The first meeting took place on Tuesday 29 October 2019 at St Martin's Place. It was not well attended but we had presentations about general private sector conditions; 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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22	We will work with our residents, service users and partners to set up a network to jointly design future health and social care services	Ongoing	<p>Manifesto Pledge has been met The Network is becoming well established and has been involved in a number of initiatives. These include:</p> <ul style="list-style-type: none"> ➤ Working with Healthwatch to co-design a new framework for enter and view visits to Slough care homes. ➤ Developing a new floating support service and selecting a new provider. ➤ Providing comments and feedback on the draft Housing Strategy. ➤ Successfully bidding to use the Open Doors shop for a monthly community forum. ➤ Attending a number of forums and partnership boards. <p>The co-production network will be involved in a number of key commissioning projects over the coming months.</p>	✓
23	We will build on the success of the reinstated Slough Half Marathon by introducing a stand-alone family fun day around the new annual 5k run in Upton Court Park	<p>Jun 2019</p> <p>Oct 2020</p>	<p>On 22nd June 2019 we had the Great Get Together in Herschel Park with more than 1,000 people attending.</p> <p>On 23rd June the 5k fun run took place in Upton Court Park with more than 360 people taking part.</p> <p>This years 5k family run has been postponed due to Covid19. Tender submissions for an external provider to run Slough's Half Marathon have been received and these are currently being evaluated.</p>	GREEN ↔
24	We will continue supporting the work of the Safer Slough Partnership; building on the success of their campaign against modern slavery and helping deliver the 'Choices' campaign to reach 2,000 people in 2019/20	<p>Mar 2020</p> <p>Autumn 2019</p>	<p>Manifesto Pledge has been met In October 2019 we ran a 6 week campaign highlighting various forms of slavery and how it can affect children and adults. This campaign directed people to use the national Modern Slavery Helpline phone number as a single point of contact, and we hope to see a rise in call from Slough as people report their concerns. Data from the modern slavery helpline demonstrates that during October - December 2019, when wave 2 of the Safer Slough Partnership Modern Slavery campaign ran, 6 calls were received from Slough regarding concerns of modern slavery; following the campaign, between January-March 2020, 10 calls were</p>	✓

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>	AMBER ↔
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>	AMBER ↓

	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>	✓

41	We will invest £1.4 million in our Children's Services Trust to ensure they can continue to meet the needs of vulnerable children in Slough	Financial Year 2019-2020	<p>Manifesto Pledge has been met Secured revenue funding of £1.4 million growth for SCST Children's Services. This was approved by Cabinet in February 2019.</p>	✓
42	We will launch the 'Slough Academy' giving our residents greater opportunities to access apprenticeships and training, to gain the skills they need to get on	Ongoing	<p>Manifesto Pledge has been met The Slough Academy was launched on 26-Nov-18 and has now been in place for over a year.</p> <p>Our ongoing commitment is to give our residents greater opportunities to access apprenticeships and training, to gain the skills they need to get on, wherever we can.</p> <p>76% of the apprenticeships provided have been given to Slough residents.</p> <p>As we continue to roll out more apprenticeships in Slough Borough Council, we will continue to adopt the same approach.</p>	✓
43	We will work with our partners to lower the exposure of our children and young people to youth violence and gang-related activity	<p>June 2019</p> <p>October 2019</p>	<p>Manifesto Pledge has been met 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.</p> <p>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.</p> <p>The action plan is ever expanding, and includes a range of activities,</p> <ul style="list-style-type: none"> • 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. 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.

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 28 January 2021

CONTACT OFFICER: Thomas Overend, Policy Insight Manager
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WARDS: All

PART I
FOR CONSIDERATION & COMMENT

**OVERVIEW AND SCRUTINY COMMITTEE – FORWARD WORK PROGRAMME
2020/21**

1. **Purpose of Report**

For the Overview and Scrutiny Committee (OSC) to identify priorities and topics for its Work Programme for the 2020/21 municipal year.

2. **Recommendations/Proposed Action**

2.1 That the OSC consider its work programme for the remainder of the 2020/21 municipal year.

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

3.1 The Council's decision-making and the effective scrutiny of it underpins the delivery of all the Joint Slough Wellbeing Strategy priorities. The OSC, alongside the 3 Scrutiny Panels combine to meet the local authority's statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.

3.2 The work of scrutiny also reflects the priorities of the Five Year Plan, as follows:

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

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

4. **Supporting Information**

- 4.1 The purpose of Overview and Scrutiny is to hold those that make decisions to account and help Slough's residents by suggesting improvements that the Council or its partners could make.
- 4.2 Prioritising issues is difficult. The Scrutiny function has limited support resources, and therefore it is important that the work scrutiny chooses to do adds value.
- 4.3 There are three key elements that make up the responsibilities of the Overview and Scrutiny Committee:
- provide transparency and public accountability for key documents relating to the financial management and performance of the Council;
 - scrutinise significant proposals which are scheduled for, or have been taken as, a Cabinet/Officer delegated decision; and
 - strategic shaping of service improvements relating to the Cabinet Portfolios of Finance & Strategy and Performance & Accountability
- 4.4 In considering what the OSC should look at under points two and three above, Members are invited to consider the following questions:
- *To what extent does this issue impact on the lives of Slough's residents?*
 - *Is this issue strategic and pertinent across the Borough?*
 - *What difference will it make if O&S looks at this issue?*

5. **Suggested Topics**

- 5.1 It is generally recommended that a Scrutiny Committee should aim to look at no more than 2 or 3 items in any one meeting. This limited number can prove challenging, but does allow the Committee to delve down into specific subject areas and fully scrutinise the work that is being undertaken.
- 5.2 This will be a continuous process, and flexibility and responsiveness vital to success. It is important not to over-pack the Committee's agenda at the start of the year, which will not allow the flexibility for the Committee to adapt to take into consideration issues that have arisen during the year.

6. **Resource Implications**

- 6.1 Overview and Scrutiny will be supported by all members of the Policy Insight Team - one Policy Insight Manager and three Policy Insight Analysts. The Policy Insight Manager will support the Overview and Scrutiny Committee, and each of the other three scrutiny panels will be supported by one Policy Insight Analyst. However, scrutiny will only be one aspect of their work. Therefore, this is a finite resource and consideration must be given, in conjunction with the work programmes for the three Scrutiny Panels, as to how the resource is used during the year.

7. **Conclusion**

- 7.1 The Overview and Scrutiny Committee plays a key role in ensuring the transparency and accountability of the Council's financial and performance management, and strategic direction. The proposals contained within this report highlight some of the key elements which the Committee must or may wish to scrutinise over the coming municipal year.
- 7.2 This report is intended to provide the Committee with information and guidance on how best to organise its work programme for the 2020/21 municipal year. As previously stated, this is an ongoing process and there will be flexibility to amend the programme as the year progresses, however, it is important that the Committee organises its priorities at the start of the year.

8. **Appendices Attached**

- A - Draft Work Programme for 2020/21 Municipal Year
- B - Cabinet – Notifications of Decisions

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OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2020/2021

Meeting Date
18 February 2021
<ul style="list-style-type: none"> • Capital Strategy 2021/22 • Treasury Management Strategy 2021/22 • Revenue Budget 2021/22 • Revenue Financial Budget Monitoring - Q3 2020/21 – Information Only • Capital Monitoring Report - Q3 2020/21 – Information Only
18 March 2021
<ul style="list-style-type: none"> • COVID 19 Recovery Strategy Update • Heart of Slough - North West Quadrant Masterplan Update • Performance and Projects - Q3 2020/21
8 April 2021
<ul style="list-style-type: none"> • Slough 2040 Vision and Partnerships Update • Overview & Scrutiny Annual Report 2020/21. • For information: Petitions – Annual Summary

Further potential items for scrutiny

- Slough Urban Renewal Partnership Business Plan
- Equalities Update and Gender Pay Gap Reporting
- Local Welfare Provision Policy

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NOTIFICATION OF DECISIONS

1 FEBRUARY 2021 TO 30 APRIL 2021

Date of Publication: 31st December 2020

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

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

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

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

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

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

If you have any queries, or wish to make any representations in relation to the meeting being held in private for the consideration of the Part II items, please email 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 - 1st February 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Revenue Budget Monitor - Quarter 3 2020/21</u></p> <p>To receive an update on the latest revenue position and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.</p>	G&C	All	All	Jo Knight, Interim Service Lead - Finance Tel: 01753 875300	-	None		
<p><u>Capital Budget Monitor - Quarter 3 2020/21</u></p> <p>To receive an update on the capital programme for the third quarter of the year.</p>	G&C	All	All	Jo Knight, Interim Service Lead - Finance Tel: 01753 875300	-	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, Executive Director of Corporate Services (Section 151 Officer) Tel: 01753 875358	-	None		
<p><u>Business Rates Discretionary Policies</u></p> <p>To approve the revised Business Rates discretionary policies for 2021/22.</p>	I&S	All	All	Neil Wilcox, Executive Director of Corporate Services (Section 151 Officer) Tel: 01753 875358	-	None		
<p><u>Strategic Transport Infrastructure Plan</u></p> <p>To consider and approve the new Strategic Transport Infrastructure Plan.</p>	T&E	All	All	Savio DeCruz, Associate Director, Place Operations Tel: 01753 875640	O&S, 7/1/20	None		Yes, p3 LGA

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

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<p><u>Heart of Slough - North West Quadrant Masterplan - Update</u></p> <p>To provide an update on the project business planning, masterplan design, cultural strategy and anticipated project milestones for 2021.</p>	R&S	Central	All	Stephen Gibson, Executive Director of Place Tel: 01753 875852	-	None	√	Yes, p3 LGA
<p><u>St Martin's Place Remodelling</u></p> <p>Further to previous reports to Cabinet on the remodelling of St Martin's Place to consider an update and take any decisions on the current proposals.</p>	R&S	All	All	Stephen Gibson, Executive Director of Place Tel: 01753 875852	-	None		Yes, p3 LGA
<p><u>Renewal of Public Space Protection Orders</u></p> <p>To consider a report on Slough Public Space Protection Order following recent consultation.</p>	H&C	All	All	Ian Blake, Resilience and Enforcement Team Manager Tel: 07917 092909	-	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	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		
<p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.</i></p>	G&C	All	All	Thomas Overend, Policy Insight Manager	-	None		

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

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

<u>Notification of Key Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		
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Cabinet (Special) - 22nd February 2021

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Revenue Budget 2021/2022 and MTFS 2021-2025</u> To consider, and if agreed, to recommend to Council the Revenue Budget 2021/22 and the Medium Term Financial Strategy 2021-2025.	R&S	All	All	Jo Knight, Interim Service Lead - Finance Tel: 01753 875300	O&S	None		
<u>Capital Strategy 2021-2026</u> To consider, and if agreed, to recommend to Council the Capital Strategy for the period between 2021-2026.	R&S	All	All	Jo Knight, Interim Service Lead - Finance Tel: 01753 875300	O&S	None		
<u>Treasury Management Strategy 2021/22</u> To consider, and if agreed, to recommend to Council the Treasury Management Strategy for 2021/22.	R&S	All	All	Jo Knight, Interim Service Lead - Finance Tel: 01753 875300	O&S	None		
<u>Five Year Plan 2021-26</u> To consider, and if agreed, to recommend to Council the refreshed Five Year Plan setting out the Council's strategic priorities.	R&S	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None		

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

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

Cabinet - 15th March 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Performance & Projects Report - Quarter 3 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	O&S	None		
<p><u>Slough Children's Services Trust Transition</u></p> <p>To consider a report and take all necessary decisions on the proposed new model for Slough Children's Services Trust.</p>	C&S	All	All	Eleni Ioannides, Interim Executive Director for Children	-	None	√	Yes, p3 LGA
<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	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		
<p><u>References from Overview & Scrutiny Committee</u></p> <p><i>To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.</i></p>	G&C	All	All	Thomas Overend, Policy Insight Manager	-	None		

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

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>Notification of Key Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		
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Cabinet - 12th April 2021

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>SUR Partnership Business Plan</u> To approve the Slough Urban Renewal Partnership Business Plan for 2021/22.	R&S	All	All	Stephen Gibson, Executive Director of Place Tel: 01753 875852	-	None	√	
<u>CIIF Annual Report & 2021/22 Cabinet Allocations</u> To receive an update on the outturn of the Community Investment Fund 2020/21 and consider any proposals for the Cabinet allocation for 2021/22.	G&C	All	All	Finbar McSweeney, Corporate Complaints Manager Tel: 01753 875244	-	None	√	
<u>Contracts in Excess of £180k</u> To approve the commencement of tendering for contracts in excess of £180,000 in 2021/22 and to note any exemptions to competitive tendering.	G&C	All	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>Covid-19 Decisions Update</u> <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>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.</i>	G&C	All	All	Thomas Overend, Policy Insight Manager	-		√	
<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	√	