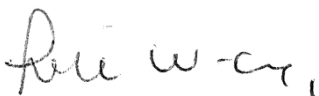


Date of issue: Wednesday, 10 March 2021

<b>MEETING:</b>	<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b> (Councillors Dhaliwal (Chair), Sarfraz (Vice Chair), Basra, Gahir, Hulme, Matloob, D Parmar, S Parmar and R Sandhu)
<b>DATE AND TIME:</b>	THURSDAY, 18TH MARCH, 2021 AT 6.30 PM
<b>VENUE:</b>	VIRTUAL MEETING
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	NICHOLAS PONTONE 07749 709 868

NOTICE OF MEETING

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



**JOSIE WRAGG**  
Chief Executive

AGENDA

PART I

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
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**CONSTITUTIONAL MATTERS**

1. Declarations of Interest

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



<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
2.	Minutes of the Last Meeting held on 28th January 2021 and the Extraordinary Meeting held on 18th February 2021	1 - 14	-

### SCRUTINY ISSUES

3.	Member Questions  <i>(An opportunity for Committee Members to ask questions of the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).</i>	-	-
4.	Performance & Projects Report: Quarter 3 2020/21	15 - 72	All
5.	Slough 2040 Vision	73 - 78	All
6.	SBC Covid Recovery Strategy Update	79 - 110	All
7.	Proposed Scrutiny Panel Structure	111 - 116	All

### MATTERS FOR INFORMATION

8.	Forward Work Programme	117 - 130	-
9.	Members' Attendance Record	131 - 132	-
10.	Date of Next Meeting - 8th April 2021	-	-

#### Press and Public

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

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

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

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



**Overview & Scrutiny Committee – Meeting held on Thursday, 28th January, 2021.**

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

**Also present under Rule 30:-** Councillors Kelly and Strutton

**PART I**

**43. Declarations of Interest**

In relation to the Strategic Transport Infrastructure Plan (Minute 47 Refers), Councillor Gahir declared that he was a Hackney Carriage driver. He remaining in the meeting during scrutiny of the item.

**44. 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**

**Resolved –** That the minutes of the Extraordinary Joint Meeting with the NCS Scrutiny Panel held on 29<sup>th</sup> October 2020 and of the Last Meeting held on 4<sup>th</sup> November 2020 be agreed as a correct record.

**45. Member Questions**

No Member Questions had been received.

**46. Our Futures Update**

The Chief Executive, Director of Transformation and Associate Director, Place Regulation gave the Committee a comprehensive presentation on the Our Futures transformation programme of the Council.

The programme had begun 18 months ago and the vision for the Council was to be a world class organisation; strong local leader with partners; and to deliver high quality and effective outcomes. A new operating model had been developed and the principles were outlined. The key transformation areas included self-service and digitisation; locality based delivery; better customer service; and achieving savings through efficiency.

Progress to date included an improved Member casework process, plans for new locality hubs, roll out of Office 365, new website and the redesign of the senior leadership team. It was noted that Phase 1 of the staffing restructure had been completed and the consultation on Phase 2 for the rest of the staffing structure had recently finished. The ‘new organisation’ was due to be relaunched on 1<sup>st</sup> April 2021 and implementation and new ways of working for some elements would continue in the months that followed.

## Overview & Scrutiny Committee - 28.01.21

The Committee asked a number of questions about the restructure including the financial savings and the likely scale of redundancies. The senior management restructure in Phase 1 would save £1m per annum with a further £3m expected from Phase 2, possibly rising to the stretch target of £4.2m. The number of redundancies was not yet known as the process wasn't complete and measures were in place to minimise redundancies by providing opportunities for staff 'at risk' to apply for other posts in the new structure. It was also noted that one of the objectives of the programme was to reduce the number of posts filled by agency staff and that the savings were also being achieved through improved ways of working. The Committee discussed the longer term impacts of the fact that 85% of staff were currently working from home as the Covid-19 pandemic had been a catalyst to implement agile working and new technology. Some staff would also be located in the hubs and alongside working from home there would be opportunities to review the office space required in the future and potentially generate income through renting out some space in Council assets. Staff engagement was raised and Officers recognised the restructure was a difficult and uncertain time for those most directly affected. A significant programme of engagement and support had been put in place. There had been 200 responses to the consultation which had resulted in a number of changes to the final structure.

Progress on the localities strategy was summarised including the current position and timeline for the various hubs proposed across the borough. Members noted the outline of new locality centre design which included a range of SBC services such as neighbourhood teams, housing, welfare & debt prevention and customer services. There was provision for partners depending on the local need as well as library and community space. Self-service terminals were available in all sites and Members emphasised the importance of support being available to people to access digital services. Questions were asked about the opening hours, varying provision between hubs and the location of the contact centre. In response it was noted that each hub would be different but the core services should ensure that residents wouldn't have to travel to hubs further away to access a service. However, residents were not restricted to their nearest hub as it may be that they would find it more convenient to visit another location. The opening hours were not yet fixed and it was noted many more services were now available 24/7 through digitisation and new ways of working. A Member asked about car parking provision at hubs and it was responded that there was considered to be adequate provision for expected use although the sites and model had been selected to encourage residents to be able to walk, cycle or be accessible by public transport.

At the conclusion of the discussion the Chair thanked the Chief Executive, Executive Director and Associate Director for the presentation and the Committee noted the update.

**Resolved** – That the update on the Our Futures Transformation Programme be noted.



## Overview & Scrutiny Committee - 28.01.21

### 47. Slough Strategic Transport Infrastructure Plan (STIP)

The Associate Director Place Operations introduced a report about the concept of a new Strategic Transport Infrastructure Plan (STIP) for Slough. The report would be considered by Cabinet on 1<sup>st</sup> February 2021.

The STIP would be the Council's strategy for enabling growth and regeneration in the town. It was linked to a range of other strategies such as the Five Year Plan, Climate Change Strategy and would be a key part of the Covid-19 recovery plan. The high level objectives included protecting and enhancing the built and natural environment to ensure the negative consequences of growth could be mitigated. The transport objectives included reducing the need to travel, promoting sustainable modes and improving access to employment, healthcare and education facilities. It was recognised that Slough was expected to experience strong growth in the coming years and the emerging Local Plan for 2016-2036 was projected to enable 13,000 new homes and 15,000 new jobs. It was therefore important that the Council had a clear transport and infrastructure plan in place to enable this growth in a sustainable way.

*(Councillor Sarfraz left the meeting)*

The key high level proposals were summarised. The STIP was currently in draft form pending consultation with stakeholders, and the plan would go back to Cabinet later in year following consultation and the development of business cases. Members discussed the engagement with local people and the Officer responded that the consultation on the STIP would primarily be with stakeholders and developers, however, assurance was provided that there would be major consultation with residents on Local Transport Plan 4 later in the year.

Members asked whether the recommendations the Committee had made at its Extraordinary Joint Meeting with the NCS Panel in October on the A4 bus lane had been incorporated into the STIP. It was confirmed that the relevant strategic measures were included, for example in the concept of the A4 cycle "superhighway" which would provide a segregated lane so that cycling was a more attractive alternative to car use. Work on the other specific recommendations made at that meeting was underway. The Committee discussed the future plans for parking in the town centre. The STIP envisaged a reduction in parking provision in the town centre and alternative means of travel such as new park and ride services, walking and cycling were part of the plan. It was recognised that some developers considering locating the town centre wanted parking at or near their sites and this was part of the consultation process with developers to strike the appropriate balance. In relation to a question about the proposed northern expansion of Slough it was noted that this concept had been considered in the growth projections which underpinned the strategy. Members emphasised the importance of several other specific issues such as working with schools to reduce the need to travel and ensuring all strategies took full account of the need to provide adequate levels of disabled parking provision. These points were all noted.

## Overview & Scrutiny Committee - 28.01.21

The Committee noted that local authorities outside of London had limited powers in regulating public transport provision but highlighted the importance of high quality bus services for communities across the borough. It was noted that Council had regular dialogue with bus operators to try to work with them to improve services and infrastructure enhancements and bus priority measures were included in the STIP. Powers could be devolved to local authorities through enhanced partnerships and this may be explored in the future.

At the conclusion of the discussion the Committee expressed support for the concept of the STIP and endorsed the recommendations which were being put to Cabinet on 1<sup>st</sup> February 2021.

### Resolved –

- (a) That the Committee endorsed the concept of the STIP as the long-term plan for transport infrastructure to support regeneration of the town centre, the emerging Local Plan Spatial Strategy, and the Council's air quality and climate change policies.
- (b) That the significant technical work which had informed the STIP and the relevance of the STIP proposals to ongoing discussions with key town centre landowners and developers be noted.
- (c) That the long-term nature of the proposals and the role of the STIP in supporting future bids for funding to deliver those proposals be noted.
- (d) That the consultation exercise with stakeholders be noted.

## 48. Performance & Projects Report - Quarter 2 2020/21

The Strategic Insight Manager and Strategic Programme Management Office Manager introduced a report that set out the latest performance information for the second quarter of the 2020/21 financial year to the end of September 2020 including the corporate balanced scorecard indicators, update on 26 key projects and progress on the current Manifesto commitments.

The report included four new performance indicators and new 2020/21 year end targets across the balanced scorecard. The new measures were young people's happiness, percentage of overweight and obese children in reception and year 6 and the number of service requests that took 90 or more days to close. Progress on performance indicators had been variable in Quarter 2, primarily due to significant impacts of the Covid-19. Of the balanced scorecard indicators for the second quarter, nine were 'green', eight were 'amber' and four were 'red'.

The impacts of Covid-19 were highlighted and these included increased unemployment with Slough's claimant count rising from 8.3% to 8.5%; pressures on services; lower Council Tax and Business Rates collection;

## Overview & Scrutiny Committee - 28.01.21

shorter journey time and reduce crime rates. The overall trends had remained broadly in line with the previous quarter. The progress of key projects was summarised and it was noted that 46% were 'green', 35% were 'amber' and 19% were 'red'. Key achievements during the reporting period were the hotels project on the Old Library Site which was nearing completion ahead of schedule and progress on preparations for the Census 2021. In relation to reporting on manifesto commitments 22 were categorised as complete, 18 were 'green' and 3 were 'amber' with 0 were 'red'.

Members asked about the changes to indicators being reported on and it was noted that two had been removed – percentage of waste sent to landfill and empty properties brought back into use to be replaced by the four new indicators.

The following is a summary of the specific queries raised on various indicators:

- Council and business rates collection – it was noted that collection rates had reduced across local authorities due to Covid-19. The Council was taking action to collect revenues, but the number of people claiming benefits and Council Tax Support had risen and would negatively impact on the Council's income.
- Childhood obesity – Slough was marginally above the national rate and the Council and partners had plans in place to seek to reduce the levels. The new performance indicators in the balanced scorecard would ensure Members were kept up to date on progress.
- Journey times – the fall in traffic movements due to Covid-19 had reduced average journey times. The trends would be monitored in 2021 as restrictions were eased and the economy opened up.

Councillor Strutton raised a number of issues under Rule 30. Officers present responded to them wherever possible. More detailed information could be provided outside of the meeting by service managers on any specific queries. A number of the points raised related to the impacts of Covid-19 on the impacts of physical activity during the past year of "lockdowns", demand for mental health services, estate inspections by housing officers and support for people to live independently.

In relation to the Gold Projects Councillor Strutton asked about the progress on the 'Future Delivery of Children's Services'. It was noted that the information in the report was for Quarter 2 which was to the end of September 2021, so the position had moved on considerably since the reporting period. Relevant Officers could provide a more recent update outside of the meeting at the request of Members.

At the conclusion of the discussion, the performance report was noted.

## **Overview & Scrutiny Committee - 28.01.21**

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

### **49. Forward Work Programme**

The Policy Insight Manager summarised the Committee's Forward Work Programme and reminded Members that an extraordinary meeting had been arranged for 18<sup>th</sup> February 2021 to scrutinise the revenue budget, medium term financial strategy, capital strategy and treasury management strategy.

The Work Programme for the scheduled meeting in March was reviewed and it was suggested that a follow up report on the A4 bus lanes be received. The Policy Insight Manager would discuss the potential report with Officers and the Chair of Committee before deciding whether to add it to the work programme.

Members also requested that the Slough Urban Renewal Partnership Business Plan due to be approved by Cabinet in April be considered for scrutiny. In response to a query it was confirmed that the Slough Children's Services Trust transition was in the work programme for the Education & Children's Services Scrutiny Panel.

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

### **50. Date of Next Meeting - 18th February 2021**

The date of the next meeting was confirmed as the extraordinary meeting to be held on 18<sup>th</sup> February 2021.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.40 pm)

## **Overview & Scrutiny Committee – Extraordinary Meeting held on Thursday, 18th February, 2021.**

**Present:-** Councillors Dhaliwal (Chair), Basra, Gahir, Hulme, Matloob, D Parmar, S Parmar and R Sandhu

**Also present under Rule 30:-** Councillors Strutton and Swindlehurst

**Apologies for Absence:-** Councillor Sarfraz

### **PART I**

#### **51. Declarations of Interest**

None were received.

#### **52. Revenue Budget 2021/2022 and MTFS 2021-2024**

Prior to consideration of the Revenue Budget 2021/22 and the Medium Term Financial Strategy (MTFS) 2021/25 the Lead Member for Regeneration and Strategy was invited to address the Committee.

In opening remarks, it was noted that it had been a difficult year for all local authorities due to the financial impacts of Covid-19 which included additional costs, rising demand for services and reduced income from fees, charges, commercial revenues, Council Tax and Business Rates. For 2021/22 central Government had allowed for a 3% Health and Social Care Precept to help meet some of additional pressures on social care budgets, which was proposed to be levied along with an additional 1.99%, resulting in a 4.99% increase in Council Tax. It was highlighted that there were significant pressures in services such as adults and children's social care due to the demographics of the borough and an anticipated impact on a wide range of other services to vulnerable people and those on low incomes. The budget therefore included investment in demand led services and sought to protect frontline services for vulnerable residents. The financial pressures in 2021/22 would be severe with savings proposals set out in the appendix to the report. The Lead Member highlighted that the longer term outlook for the town was bright with major regeneration projects coming forward in partnership with Slough Urban Renewal. These included developments at the Montem site and Stoke Wharf, the financial benefits of which would be realised in the years ahead.

The Lead Member also highlighted that the Council was in negotiations with the Ministry of Housing, Communities and Local Government to request a Capitalisation Directive to address two one-off issues, namely the historic Slough Children's Services Trust deficit owed to the Council totalling £5.5 and a business rates rebate following a recent tribunal decision. The Executive Director, Corporate Services explained that prior to use of a one-off capitalisation directive there was as a budget gap of £10.154m in the 2021/22

## Overview & Scrutiny Committee - 18.02.21

General Fund Revenue budget. This was due to three one-off pressures; the 2019/20 Business Rates Deficit, the Slough Children's Services Trust historic deficit and the impact of Covid-19.

Committee Members were informed that MHCLG had recognised these one-off pressures and had indicated informally on that basis that the Council would be able to utilise a one-off Capitalisation Directive to capitalise up to £12.200m. A formal decision from the Minister was expected before the budget was set by Council on 8<sup>th</sup> March 2021. Whilst this direction supported the Council in addressing the revenue budget gap for 2021/22 and avoided a significant depletion of the Council's available reserves, work would need to continue and be completed by the end of September 2021 to identify further savings to address the underlying budget gap going into 2022/23.

It was highlighted that expenditure on the Housing Revenue Account (HRA) for 2021/22 amounted to £30.1m and any income received was ring fenced for use within the HRA only.

Referring to the Capital Programme, it was noted that a regeneration programme, in partnership with Slough Urban Renewal was being delivered, an element of which would include significant affordable housing programme.

In summary, the Executive Director stated that although there had been many challenges a balanced budget was being recommended with a strategy in place to address the budget gap in the MTFS and increase reserves in future years.

During the course of the discussion, Members raised the following points:

- A Member queried why only 33% of funds within the current capital programme had been spent. It was explained that Covid-19 had severely impacted on the delivery of the programme and that this had been taken into account when setting the Capital Strategy 2021/22.
- Clarification was sought relating to the Public Works Loan Board and the impact of a variable interest rate on finances. It was explained that the Council budget assumed a 1% borrowing rate going forward and that decisions were made in conjunction with the advice provided by an external Treasury Management Advisor.
- How much of the £19m budget gap forecast for 2023/24 related to servicing debt. Members were informed that the Council had moved from its previous position of selling assets to now being able to fund this through the revenue budget; resulting in the Council being more resilient than it had been previously.
- The Chair raised a query relating to the Dedicated Schools Grant forecast deficit at the end of 2020/21 of £16.960m, which was a £4.632m increase since 31<sup>st</sup> March 2020 due to the overspend on the High Needs Block and whether this would have a detrimental impact on pupils and

## Overview & Scrutiny Committee - 18.02.21

what comments had been received from the Slough Schools Forum on the matter. It was explained that the Council had developed a detailed management plan for the deficit, as required by the Department for Education (DfE), which was presented to the Schools' Forum in January 2021. There was no expectation from the DfE however that the deficit would be paid for from general reserves.

- A Member noted that a significant proportion of the budget was allocated for Adult Social Care (ASC) and asked how this compared to other local authorities. The Executive Director stated that this was typical for most local authorities and informed the Committee that a fundamental review of ASC would be taking place and the Committee would be provided of details relating to that.
- Slough Urban Renewal income had been removed from the general fund expectations in the MTFS to ensure that the Council was not reliant on external profits for income to the fund and that this was based on grants received from government and council tax income etc.
- Concern was expressed that CIPFA's resilience index highlighted that the level of interest payable as a proportion of net revenue was a high risk for Slough BC compared to other Councils. It was noted that that Council had significant capital receipts and that the Capital Programme was within the prudential indicators.
- A Member asked how confident the Council was that the savings target from the staffing restructure would be achieved. It was responded that the Phase 1 restructure of senior management would save £1m and Phase 2 of the wider staffing would save between £2.5m and £3.5m. The Corporate Management Team was committed to achieving these savings and it was noted they would partly be achieved by reducing the reliance on expensive agency staff.

The Chair then invited Councillor Strutton, present under Rule 30, to address the Committee. Referring to the business rate rebate, Councillor Strutton asked how much the rebate amount of £5.5m equated to the overall budget, whether there were any other potential rebates, and what measures had been taken to ensure that a similar situation did not occur again. The rebate equated to approximately 4.5% of the overall budget and as referred to earlier, was part of the capitalisation request. The Executive Director explained that specific circumstances relating to the rebate which was for a one business from a charge initially served in 2010. Once the matter had come to the attention of current Officers in 2020 immediate action had been taken, the processes had been reviewed and the Executive Director provided assurance that he was confident that the future risk had minimised.

Councillor Strutton also asked about the depreciation of strategic asset purchases due to Covid-19 and the risks of using inter-Council borrowing. The Executive Director stated that such borrowing was short term, usually less than a year and the risks were low. The budget gap to 2024 was raised

## **Overview & Scrutiny Committee - 18.02.21**

and the Lead Member explained the strategy was to remove all SUR returns from income expectations so that the Council's revenue budget was not reliant on such income and would enable reserves to be built up over the MTFS period to increase financial resilience. A question was put about rising demand pressures for adult and children's social services and the Lead Member reiterated that the budget included growth in such services to reflect the expected demand.

At the conclusion of the discussion, the Committee noted the recommendations that Council would consider at its meeting on 22<sup>nd</sup> February 2021 ahead of proposing the budget to Council on 8<sup>th</sup> March 2021. No amendments or further recommendations were made by the Committee.

### **Resolved –**

- (a) That the Revenue Budget 2021/22 and Medium Term Financial Strategy be noted.
- (b) That it be noted that the Revenue Budget 2021/22 would be considered by Cabinet on 22<sup>nd</sup> February 2021, prior to it being recommended to Council on 8<sup>th</sup> March 2021.
- (c) That no amendments or further recommendations be made to Cabinet.

## **53. Capital Programme 2021/22 and Strategy 2021-2025**

The Leader of the Council and Executive Director Corporate Services had summarised the key aspects of the capital programme and strategy as part of the previous item on the Medium Term Financial Strategy given the budget documents were intrinsically related.

The Committee had already discussed a number of aspects of the capital strategy and the Chair invited Members to raise any further issues specifically on the capital programme. A question was asked about Section 106 receipts as per Table 1.2 of the report. The Table showed a sum of £10.5m as the current balance and assurance was sought that Section 106 would be fully utilised. The Executive Director confirmed that £10m of the £10.5m available had been committed to various projects such as highways, education and public realm. The Committee was assured that the Council sought to maximise all Section 106 funding.

At the conclusion of the discussion the Committee noted the capital budget reports that would go to Cabinet and Council, and decided not to recommend any specific amendments or further recommendations.

### **Resolved –**

- (a) That the Capital Programme 2021/22 and Strategy be noted.



## **Overview & Scrutiny Committee - 18.02.21**

(b) That it be noted that the capital programme and strategy would be considered by the Cabinet on 22<sup>nd</sup> February 2021 and Council on 8<sup>th</sup> March 2021.

(c) That no amendments or further recommendations be made to Cabinet.

### **54. Treasury Management Strategy 2021/22**

The Treasury Management and Investment Strategy had been summarised and discussed earlier in the meeting and Members were given the opportunity to raise any further issues.

The Committee asked about the macro-economic outlook and the impact of any future Government funding. The Executive Director commented that local government had had a one-year spending review which meant there was uncertainty on Government grants and funding beyond 2021/22. It was noted that the Revenue Support Grant made available to local authorities had been cut substantially in the past decade which meant the authority was more reliant on Council Tax and Business Rates income, which had fallen due to the Covid-19 pandemic. In response to a query about the ability to meet borrowing costs it was confirmed that the borrowing was within the prudential limits.

Speaking under Rule 30, Councillor Strutton asked about the use of Covid-19 grants provided to the Council and the Executive Director explained the process and controls in place. The Council had received approximately £20m to address the financial pressures and costs caused by Covid-19 and the budget included a 'contingency pot' of £6m in 2021/22 that could be drawn down by services if required and approved. A further £30m of Government grants to local businesses had been administered by the Council and this funding had been ring-fenced.

At the conclusion of the discussion the Treasury Management and Investment Strategy was noted and no amendments or further recommendations were made to Cabinet.

#### **Resolved –**

(a) That the Treasury Management & Investment Strategy 2021/22 be noted.

(b) That it be noted that the Treasury Management & Investment Strategy would be considered by the Cabinet on 22<sup>nd</sup> February 2021 and Council on 8<sup>th</sup> March 2021.

(c) That no amendments or further recommendations be made to Cabinet.

## Overview & Scrutiny Committee - 18.02.21

### 55. Revenue Budget Monitoring Report - 2020-21 (Quarter 3 - October-December 2020)

The Executive Director Corporate Services introduced an information report that updated on the financial position of the Council's revenue account for the third quarter of the 2020/21 financial year to the end of December 2020.

It was noted that a £2.9m underspend had been projected and this was reflected in the revenue budget scrutinised earlier in the meeting. Members asked about the progress on achieving the savings in 2020/21 as set out in Appendix C to the report. A number were 'red' rated and the Committee asked what action was being taken to address the issues. The Executive Director explained the nature of some of the savings, for example, it had been envisaged that the Council would receive an income from the new leisure contract in 2020/21 but this had been effected by the closure of leisure centres due to Covid-19. Similarly the ability to achieve other savings had been impacted on by the pandemic and it had not always been possible to identify alternative savings from within the service. Assurance was provided that where planned savings had not been achieved they had been reflected as unachieved savings in the 2021/22 budget.

An update was requested and provided on the financial position of Slough Children's Services Trust. The Trust had received some of the Covid-19 grant to help deal with in-year pressures caused by the pandemic and £2m worth of growth had been built into the 2021/22 budget during which time the transition to become a local authority controlled company was expected to have been completed.

At the conclusion of the discussion the report was noted.

#### **Resolved –**

- (a) That the reported underlying financial position of the Council for the year end 2020-21 be noted;
- (b) That the Council's provisional reserve balances for the year end 2020-21 be noted;
- (c) That the budget transfer (virements) for 2020-21 set out in Section 9 as approved by Cabinet on 1st February 2021 be noted;
- (d) That write offs for the first quarter of 2020-21 as requested in Section 10 as approved by Cabinet on 1st February 2021 be noted;

### 56. Capital Monitoring Report at 31st December 2020

The Executive Director Corporate Services introduced an information report that summarised the spend against capital budgets for the 2020/21 financial year as at 31<sup>st</sup> December 2020.

## **Overview & Scrutiny Committee - 18.02.21**

The delivery of some projects in the capital programme had been impact on by Covid-19 and the spend to the end of quarter 3 was 31% of the capital budget. The projected outturn was to spend 63% by year end and the position had been reflected in the 2021/22 capital programme.

The report was noted.

**Resolved** – That the capital monitoring update for the third quarter of the year to the end of December 2020 be noted.

### **57. Date of Next Meeting - 18th March 2021**

The date of the next meeting was confirmed as 18<sup>th</sup> March 2021.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.00 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny      **DATE:** 18 March 2021  
**CONTACT OFFICER:** Associate Director, Strategy & Improvement  
**(For all enquiries)** (01753) 875847  
**WARD(S):** All

**PART I**  
**NON-KEY DECISION**

**PERFORMANCE & PROJECTS REPORT: QUARTER 3 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 projects on the portfolio.
- 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

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
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 3 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 3 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 took place in Q2 due to the pressures from responding to the Covid-19 outbreak earlier in the financial year. The amendments relate to the following indicators:

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. Targets for 2020/21 were set for the 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.

5.5. 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.

5.6. Overall, 38% (8) 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, and 24% (5) indicators are performing below the red KPI threshold.

5.7. In relation to overall trend, performance has improved since last quarter for 35% (8) of the 23 KPIs, remained the same for 9% (2) and declined for 56% (13). Whilst Covid-19 is not the only factor impacting on performance, quarter 3 figures provide insight into the impact of Covid-19 in the first nine months of the 2020/21 financial year.

5.8. Key changes this quarter:

- There has been a 0.2% improvement in the overall recycling rate from 28.1% in Q1 to 28.3% in Q2 and a 2.2% improvement year-on-year from Q2 2019/20 of 26.1%. It is feasible that with more residents staying/working at home there continues to be greater time for them to consider recycling.
- There has been a reduction in the number of homeless households in temporary accommodation from 365 in Q2 to 355 in Q3. This is a noticeable year-on-year improvement from 411 households who were homeless in Q3 2019/20. This indicates positive changes following the introduction of the housing strategy. The figure reported at end of Q3 is slightly higher than the projected target of 329. 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 208 to 244 properties. Over the last quarter, the Housing Regulation Team has continued to write to landlords of suspected licensable properties inviting them to apply for licences. Suspected licensable properties are identified through a combination of complaints from tenants and members of the public and intelligence gathered through council tax system and others. In addition, and in recognition of the increased risks posed by HMOs, during Q3 the team prioritised the processing of HMO licence applications over Selective Licence applications for a period which goes some way in explaining the increase.
- There has been a significant reduction in the number of service requests that took 90 or more days to close, from 302 in Q2 to 144 in Q3. During the first wave of Covid-19 there had been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. During lockdown 2 in November home visits could not be carried out therefore this has resulted in some cases remain pending whilst we wait to be able to carry out visits again. Officers have only been able to progress cases where they can be dealt with remotely or where residents have provided us with useful information/ evidence. The Neighbourhood Enforcement team works with external partners to progress 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.

#### 5.9. Key areas for review this quarter:

- Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for Dec of 8.4% comprises of 8,000 people of which 1,220 aged 16-24 (11.4%) and 1,995 aged 50+ (8.7%). 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. Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Since end of March, 5,180 more people in Slough are claiming benefits due to unemployment which includes 825 more young people (16-24) and 1,285 more older people (50+). At the end of December, 12,000 claims from the Coronavirus Job Retention Scheme ('on furlough') and 6,600 claims totalling £16.6m for Self-Employment Income Support Scheme (SEISS).
- Slough's total crime rates per 1,000 population increased from 24.1 in Q1 to 29.2 in Q2 and remains higher than the Most Similar Group (MSG) and National averages. Increase in the crimes rates are likely to be a result of national lockdown restrictions being lifted during Q2. The most prevalent offence subgroup for Slough for Q2 of the 2020/2021 financial year was 'violence without injury'.
- There has been a reduction in the number of adults managing their care and support via a direct payment from 606 in Q2 to 590 in Q3 and as such this remains below the in-year target of 634. The number of clients utilising direct payments remained the same at 306 however the number of carers accessing direct payments reduced from 300 in Q2 to 284 in Q3. This is



partly down to pressures to pandemic response as well as adults receiving direct payments passing away. Improvement measures are underway.

- At the end of quarter 3 we achieved a business collection rate of 74.0% of the expected in-year total, collecting £56.4m. 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. We 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 before the end of the financial year as originally planned due to the ongoing Covid-19 situation.
- At the end of quarter 3 we achieved a council tax collection rate of 79.6% of the expected in-year total, collecting £56.7m. The collection rate is 4.6% below the same time last year. Recovery activity restarted in November with final and reminder notices issued to non payers. Extended payment arrangements are being offered to customers where necessary.
- *The following update needs to be considered with caution as year-on-year comparisons are not advised by the Department for Education.* The key stage 4 attainment gap has widen in Slough from 23.6% in 2018/19 to 30.2% in 2019/20. The performance of Slough disadvantaged pupils remains above the national average (Slough 36.7% compared to 30.4% nationally). Due to the Covid-19 pandemic, the summer GCSE exams were cancelled in 2020. Pupils scheduled to sit GCSE in 2020 were awarded either a centre assessment grade or their calculated grade using a model developed by Ofqual, whichever was the higher of the two. As a result the 2019/20 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance.

## Project Portfolio

5.10. Progress continues on all major schemes and projects. Across all projects on the portfolio, 46% were rated overall as Green (12 projects), 46% were rated overall as Amber (12 projects) and 8% were rated overall as Red (2 projects).

5.11. None of the projects closed this quarter.

5.12. Key achievements this quarter:

- Grove Academy: Grove Academy's new building was completed and handed over in December, although pupils remained on their temporary site until the end of term. The Council Access Point (CAP) was handed over to SBC and the Nursery on 9 November.
- Central Hotels Project: Currently ahead of schedule with opening of the Hotel now expected to be at the beginning of February 2021.
- Transfer of Adoption Services: The Trust report that recruitment has been achieved for all posts in the adoption service, with start dates agreed and all to start prior to the transfer of the service.

- Building Compliance: Positive progress in most areas across the project.
- Local Plan: Proposed Spatial Strategy consultation launched on specialist website

#### 5.13. Key issues to be aware of:

- Due to the COVID-19 lockdown there are delays and risks across various projects on the portfolio.
- Fleet Challenge: A new Health & Safety procedure for staff use of the pool fleet during the COVID-19 Pandemic has been enacted.
- Capita One Hosting Education Modules: Project on hold due to IT infrastructure.

### **Manifesto Pledges**

- 5.14. Due to the postponement of the local elections, no new Manifesto pledges were released for 2020/21. During 2020/21, due to the Covid-19 response, there were impacts on the delivery of some of the existing Manifesto pledges.
- 5.15. There were 43 Manifesto pledges across the key areas from 2019/20, which we continue to track during 2020/21.
- 5.16. 23 pledges are complete. At the end of Q3, 40% (17 pledges) were rated overall as Green (achieving or on schedule) and 7% (3 pledges) were rated overall as Amber (signifying as working towards). None of the pledges were rated overall as Red.
- 5.17. One Manifesto pledge changed status in Q3. It was reported as complete:
- **We will facilitate a brand new through-school with community sports provision in Chalvey**

In 2019, SBC acquired 2 shop/residential sites on Chalvey High Street on behalf of the DfE to create the playing fields for Grove Academy.

Although the Covid-19 pandemic caused some delays to the construction programme the new building was handed over to the school by the end of Q3 2020-21. Officers are finalising the terms of the Community Use Agreement with the school; all sporting facilities including the 2 new MUGAs being funded by SBC will be available for community use.

- 5.18. The replacement community facilities were handed over to SBC and the Nursery by the end of Q3 2020-21 and the refurbishment of Orchard Community Centre completed earlier in the year.

### **6. Comments of Other Committees**

None. The report will be reviewed by Cabinet on 15 March 2021. That meeting takes place after the submission of papers to Overview and Scrutiny Committee. Any

comments received at Cabinet will be included in a verbal presentation to the committee.

## 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 Q3 of 2020/21, with some other areas requiring review, learning and improvement. Areas to celebrate and areas for improvement will be reflected on and considered as part of operational delivery decisions taken in Q4 2020/21. A further report highlighting performance in Q4 2020/21 will be received by Cabinet in June 2021.

## 8. **Appendices Attached**

- 'A' - Corporate Performance Report Q3 2020/21
- 'B' - Manifesto Commitments Q3 2020/21

## 9. **Background Papers**

Please email [programme.managementoffice@slough.gov.uk](mailto:programme.managementoffice@slough.gov.uk) for a copy of Project Highlight reports for this reporting period.

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**Slough Borough Council**

# **Appendix A:**

# **Corporate Performance Report**

**2020-21 – Quarter 3**

**(October to December 2020)**

**Strategy and Performance**

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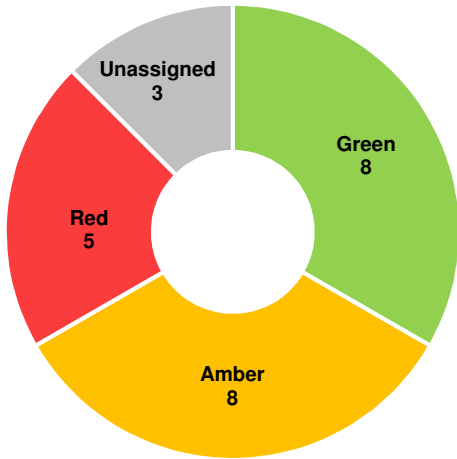
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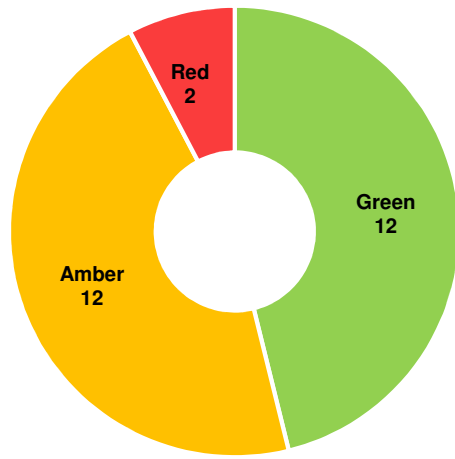
# 2020/21 Quarter 3: Executive Summary

## Performance against target (RAG)

Key Performance Indicators

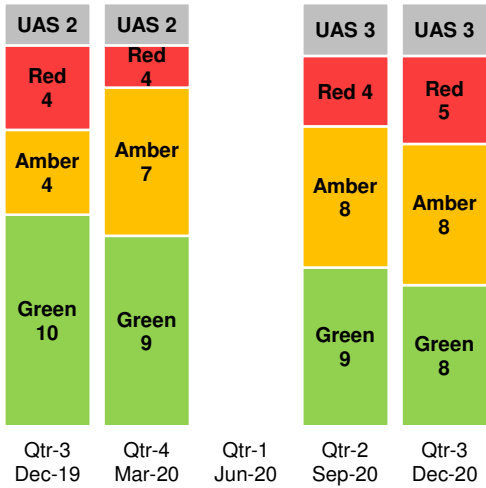


Project Portfolio: Overall Status

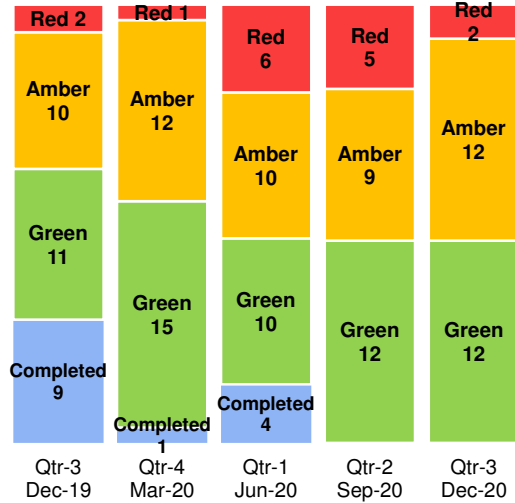


## Comparison with previous quarter

Key Performance Indicators



Project Portfolio: Overall Status



## Performance Scorecard

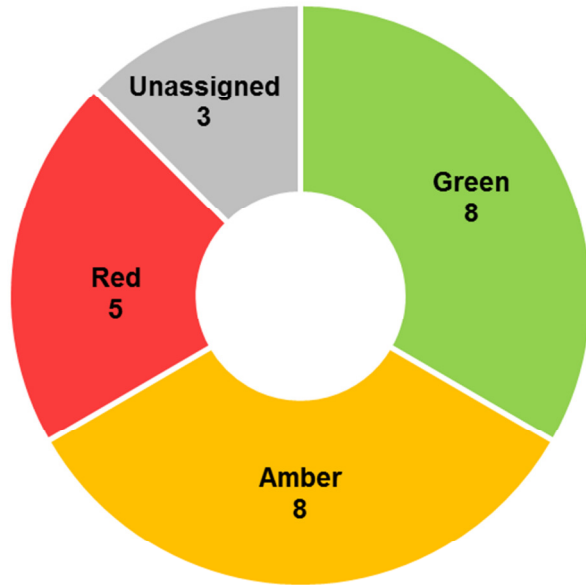
Outcome	Performance Measure	Previous Performance	Direction	Current Performance	Target
Outcome 1 Slough children will grow up to be happy, healthy and successful	Percentage of Child Protection Plans started in year that were repeat plans within 2 years	G 4.2% (5)	↓	G 7.3% (7)	<10%
	Attainment gap between all children and bottom 20% at Early Years	G 31.0%	↑	G 30.1%	<32.4%
	Attainment gap between disadvantaged children and all others at Key Stage 2	G 16%	↔	G 16%	<20%
	Attainment gap between disadvantaged children and all others at Key Stage 4	G 23.6%	↓	R 30.2%	<26.4%
	Percentage of young people not in education, training or employment	G 4.0%	↓	G 4.2%	<=5%
	Young people's happiness (indicator to be established)	-		-	tbc
	Percentage of reception aged children classified as overweight including obese	- 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	R 606	↓	R 590	634
	Uptake of targeted NHS health checks	G 2.0%	↓	A 1.5%	>1.9%
	Percentage of residents inactive	R 35.9%	↑	A 34.4%	<34.4%
Outcome 3 Slough will be an attractive place where people choose to live, work and stay	Average level of street cleanliness	G B (2.79)	↓	G B (2.65)	>=B
	Total crime rate per 1,000 population	A 24.1	↓	R 29.2	<25.9
	Percentage of household waste sent for reuse, recycling or composting	A 28.1%	↑	A 28.3%	>=30%
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	A 365	↑	A 355	<=329
	Number of permanent dwellings completed during the year	A 534	↓	A 503	>=650
	Number of mandatory licensed HMOs	G 208	↑	G 244	>=225
	The number of service requests that took 90 or more days to close	R 302	↑	A 144	>100
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	- 83.1% (£90.7m)	↓	- 74.0% (£56.4m)	n/a
	Access to employment: unemployment rate	R 8.3%	↓	R 8.4%	<6.2
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	G 6 mins 23s	↓	G 6 mins 31s	<10mins
Corporate health	Council tax in year collection rate	- 84.2% (£58.4m)	↓	- 79.6% (£56.7m)	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 3 was as follows:

## Key Performance Indicators



Quarter 3 updates are not yet available for the following measures, with the latest available figures from quarter 2:

- 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, 38% (8 indicators) were rated overall as **Green**, 38% (8 indicators) were rated as **Amber** and 24% (5 indicators) were rated as **Red**.

In relation to overall trend, performance has improved since last quarter for 35% (8) of the 23 KPIs, remained the same for 9% (2) and declined for 56% (13). Whilst Covid-19 is not the only factor impacting on performance, quarter 3 figures provides insight into the impact of Covid-19 in the first nine months of the 2020/21 financial year.

Key improvements this quarter:

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

The RAG status remains **Amber**.

There has been a 0.2% improvement in the overall recycling rate for Q3 at 28.3% and a 2.2% improvement from last year of 26.1%. 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**

The RAG status remains **Amber**.

There has been a reduction in the number of homeless households in temporary accommodation from 365 in Q2 to 355 in Q3. This is a noticeable improvement from 411 households who were homeless in Q3 2019/20. This demonstrates the success of the housing strategy implemented by the team. The figure reported at end of Q3 is slightly higher than the projected target of 329. 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 RAG status remains **Green**.

The number of Houses in Multiple Occupation (HMOs) licences shows a steady increase from previous quarter from 208 to 244 properties.

The number of HMO licences shows a steady increase from previous quarter. Over the last quarter, the Housing Regulation Team has continued to write to landlords of suspected licensable properties inviting them to apply for licences. Suspected licensable properties are identified through a combination of complaints from tenants and

members of the public and intelligence gathered through council tax system and others. In addition, and in recognition of the increased risks posed by HMOs, during Q3 the team prioritised the processing of HMO licence applications over Selective Licence applications for a period which goes some way in explaining the increase.

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

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

There has been a significant reduction in the number of service requests that took 90 or more days to close, from 302 in Q2 to 144 in Q3.

During Covid-19 there has been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. During lockdown 2 in November home visits could not be carried out therefore many of these cases remain pending whilst we wait to be able to carry out visits again. Officers have only been able to progress cases where they can be dealt with remotely or where residents have provided us with useful information/ evidence.

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.

Key areas for review this quarter:

- **Attainment gap between disadvantaged children and all others at Key Stage 4**

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

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.

Whilst the key stage 4 attainment gap has widen in Slough this is relative. The performance of Slough disadvantaged pupils is 6.3% above disadvantaged pupils nationally (Slough 36.7% compared to 30.4% nationally).

Due to the Covid-19 pandemic, the summer GCSE exams were cancelled in 2020. Pupils scheduled to sit GCSE in 2020 were awarded either a centre assessment grade or their calculated grade using a model developed by Ofqual, whichever was the higher of the two.

As a result the 2019/20 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance.

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

The RAG status remains **Red**

*[This is an annual indicator derived from the Government's National Child Measurement Programme (NCMP). The next annual update is due at the end of quarter 2 2021/22.*

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

The RAG status remains **Red**

There has been a reduction in the number of adults managing their care and support via a direct payment from 606 in Q2 to 590 in Q3 and as such this remains below the in-year target of

634. The number of clients utilising direct payments remained the same at 306 however the number of carers accessing direct payments reduced from 300 in Q2 to 284 in Q3. This is partly down to pressures to pandemic response as well as adults receiving direct payments passing away. The overall number of people opting to take a direct payment within the year increased from 829 in Q3 2019/20 to 852 in Q3 2020/21.

Improvement measures are underway. 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.

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

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

Slough's total crime rates per 1,000 population increased by 5.1 points from 24.1 in Q1 to 29.2 in Q2. In comparison the Most Similar Group (MSG) and national averages increased by 4.6 points and 3.8 respectively. Slough's crime rate remains higher than these comparators.

Increase in the crimes rates observed are likely to be a result of national lockdown restrictions being lifted during Q2. The most prevalent offence subgroup for Slough for Q2 of the 2020/2021 financial year was 'violence without injury'.

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

Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income.

At the end of quarter 3 we achieved a business collection rate of 74.0% of the expected in-year total, collecting £56.4m. 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.

We 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 before the end of the financial year as originally planned due to the ongoing Covid-19 situation.

- **Access to employment**

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

The RAG status remains **Red**

Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for Dec of 8.4% comprises of 8,000 people of which 1,220 aged 16-24 (11.4%) and 1,995 aged 50+ (8.7%). 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.

Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Since end of March, 5,180 more people in Slough are claiming benefits due to unemployment which includes 825 more young people (16-24) and 1,285 more older people (50+). At the end of December, 12,000 claims from the Coronavirus Job Retention Scheme ('on furlough') and 6,600 claims totalling £16.6m for Self-Employment Income Support Scheme (SEISS).

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.

- **Council tax in year collection**

Due to the uncertainty of the impact of Covid-19 on collection rates, no RAG status assigned.

At the end of quarter 3 we achieved a council tax collection rate of 79.6% of the expected in-year total, collecting £56.7m. The collection rate is 4.6% below the same time last year.

Recovery activity restarted in November with final and reminder notices issued to non payers. Extended payment arrangements are being offered to customers where necessary.

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

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

7.3 ↓

Quarter	Percentage	Number of children
Q3	0.0	0
Q4	4.3	5
Q1	0.0	0
Q2	4.2	5
Q3	7.3	7

Target RAG Rating	Below 10%	GREEN
	Between 10% and 15%	AMBER
	Above 15%	RED

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

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

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

30.1 ↑

Year	National	Slough
2014/15	32.1	29.9
2015/16	31.4	29.4
2016/17	31.7	29.7
2017/18	31.8	31.0
2018/19	32.4	30.1

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

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 ↔

Year	National	Slough
2016/17	20	20
2017/18	20	16
2018/19	20	16

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

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

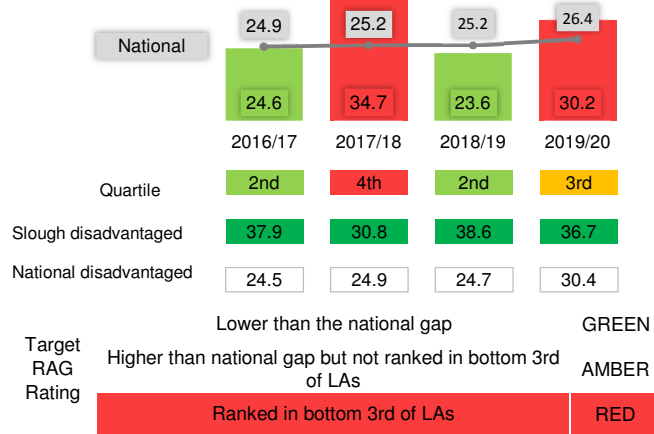
Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

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

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

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

30.2 ↓



Measured once a year, usually 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.

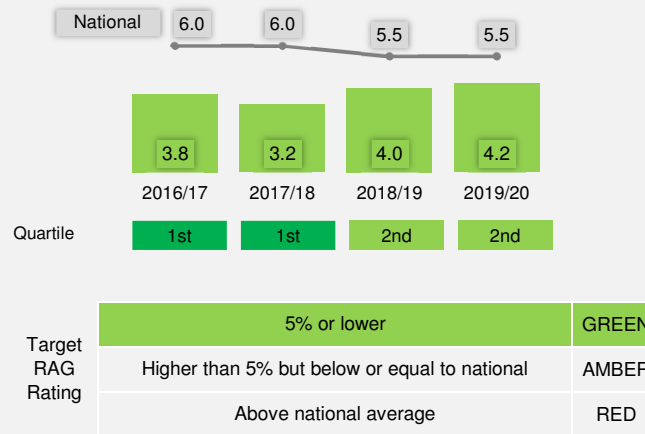
Whilst the key stage 4 attainment gap has widen in Slough this is relative. The performance of Slough disadvantaged pupils is 6.3% above disadvantaged pupils nationally (Slough 36.7% compared to 30.4% nationally).

Due to the Covid-19 pandemic, the summer GCSE exams were cancelled in 2020. Pupils scheduled to sit GCSE in 2020 were awarded either a centre assessment grade or their calculated grade using a model developed by Ofqual, whichever was the higher of the two.

As a result the 2019/20 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance.

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
Target RAG Rating	TBC	AMBER
Target RAG Rating	TBC	RED

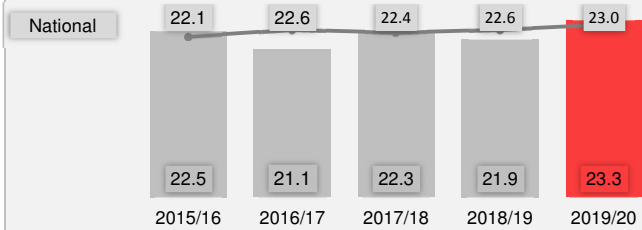
New indicator yet to be established.

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

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

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

21.9 ↓



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

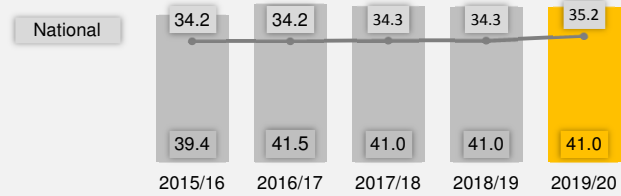
Target RAG Rating	Rating
Lower than national average and rate decreasing	GREEN
Lower than national average and rate increasing	AMBER
Higher than national average and rate decreasing	AMBER
Higher than national average and rate increasing	RED

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

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

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

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

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

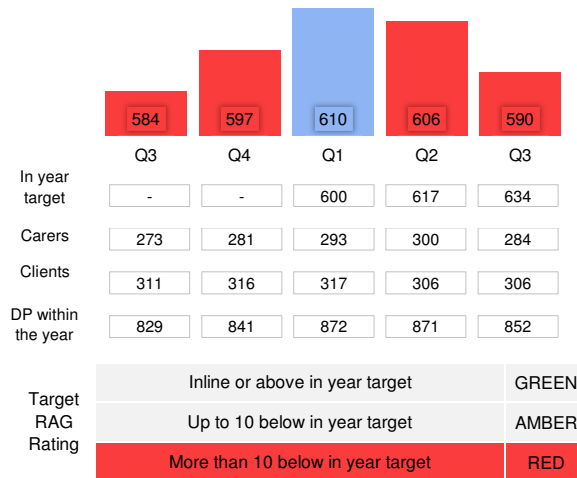
The next annual update is due at the end of quarter 2 in 2021/22.



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

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

590 ↓



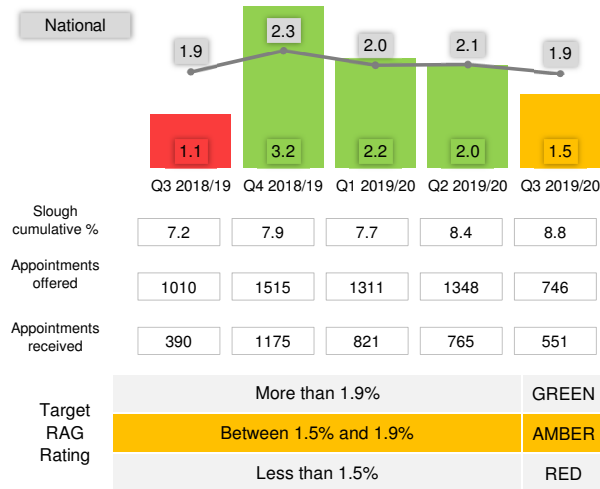
Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

There has been a reduction in the number of adults managing their care and support via a direct payment from 606 in Q2 to 590 in Q3 and as such this remains below the in-year target of 634. The number of clients utilising direct payments remained the same at 306 however the number of carers accessing direct payments reduced from 300 in Q2 to 284 in Q3. This is partly down to pressures to pandemic response as well as adults receiving direct payments passing away. The overall number of people opting to take a direct payment within the year has increased from 829 in Q3 2019/20 to 852 in Q3 2020/21.

Improvement measures are underway. 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 ↓



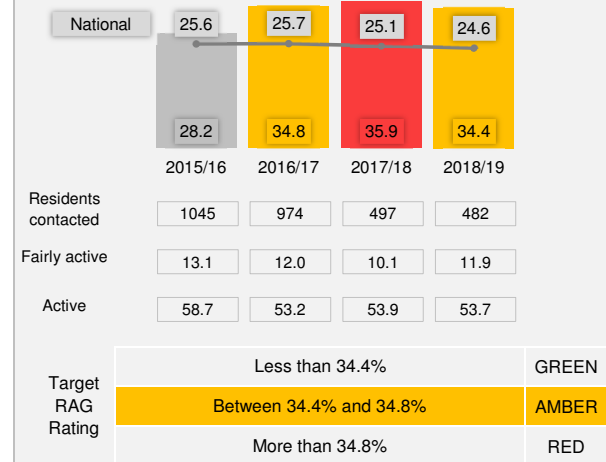
The national aspiration is to offer an NHS Health Check once every five years to all eligible people age 40-74. This aspiration is translated into targets – to offer 20% of the eligible population a health check every year, and at least 50% of those offered to actually receive a check (with an expectation 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 2019/20 have been revised and are now consistent with the locally monitored data. Q3 2019/20 shows a general dip in activities due to competing priorities (e.g. flu season and normal winter pressures).

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

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

34.4 ↑



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

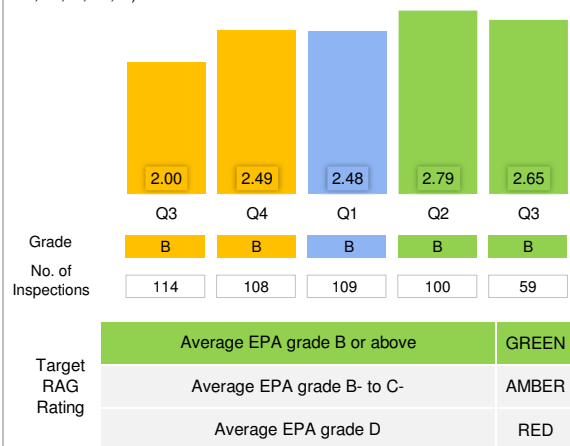
The next annual update is due at the end of quarter 4 in 2020/21.



## 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 (2.65)** ↓

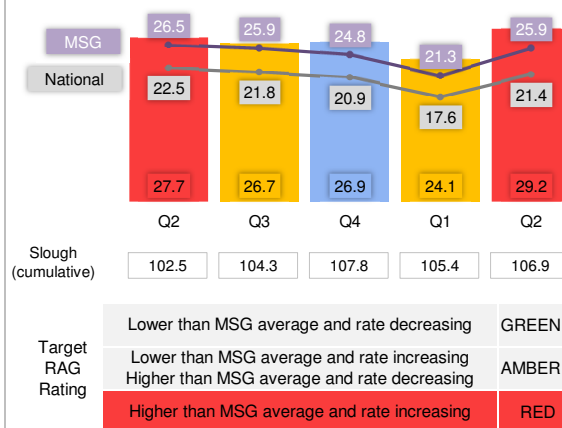


Throughout each quarter, SBC officers conduct inspections of nineteen Gateway sites, awarding a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an Environmental Protection Agency grade for that mean average.

The average score has dipped slightly but we still remain at a grade B. During the pandemic we've not carried out as many Gateway Inspections as keeping the service running has been our main focus. Therefore street cleansing staff were redeployed to support time critical services such as refuse collection.

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

**29.2** ↓



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.

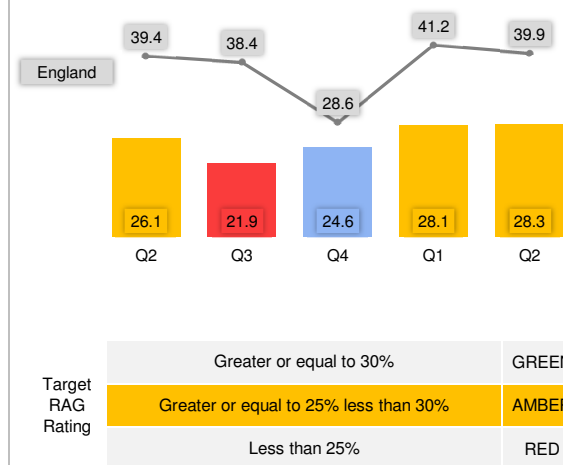
A number of tangible outputs continue to be realised by the Slough Violence Taskforce with the support of the Thames Valley Violence Reduction Unit. We are currently exploring a drugs diversion scheme with schools as an intervention to reduce permanent exclusions which have been linked nationally to serious violence. Furthermore the Youth Offending Team have recruited a Serious Youth Violence (SYV) outreach worker in addition to the 2 posts already funded. This role offers a more intensive level of support focusing specifically on the referrals received due to young people being the victim of SYV in addition to offering intervention around effective safety planning and delivering conflict resolution.

The Covid-19 Domestic Abuse (DA) group has been re-established owing to heightened lockdown restrictions. The group is responsible for monitoring police recorded domestic abuse occurrences and ensuring appropriate and timely responses to emerging risks within this area. Under the DA agenda we are also actively working to prepare for the new statutory DA duty to support victims and their families living within safe accommodation which is anticipated in April 2021.

We continue to work with Thames Valley Policy (TVP) in relation to acquisitive crime offences, which include residential burglary and theft from motor vehicles, through operational support and social media communications promoting safety advice. We are continuing to explore how we can further support this area of work through the Safer Streets Fund. We will shortly be commencing work with the National Probation service on a reducing re-offending strategy to ensure improved outcomes in this area and are actively improving partnership working with Integrated Offender Management regarding persistent problematic offenders.

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

**28.3** ↑



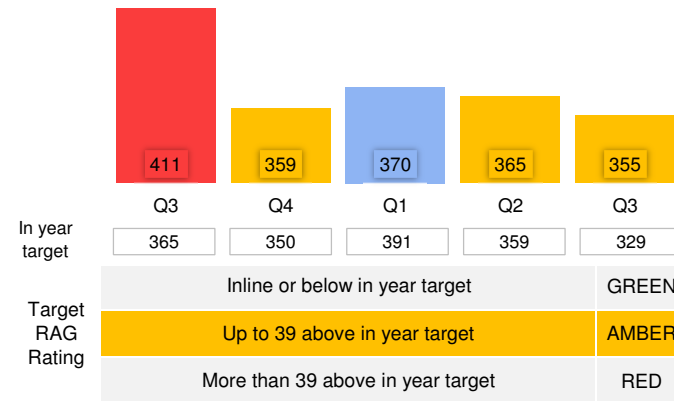
There has been a 0.2% improvement in the overall recycling rate from 28.1% in Q1 to 28.3% in Q2 and a 2.2% improvement from Q2 2019/20 of 26.1%.

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

355 ↑



Measure is a count of homeless households in temporary accommodation on final day of each quarter. By March 2021 our aim is to have less than 299 households in temporary accommodation.

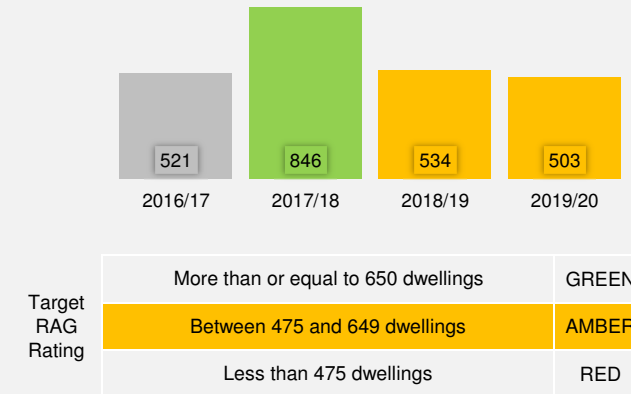
There has been a reduction of 10 less households from the previous quarter however the figure is above our in-year target of 329 households. This is due to the restrictions on letting properties following Covid-19 crisis and allocations were suspended during that period. There is a noticeable improvement from Q3 in 2019/20 of 411 households.

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

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 ↓

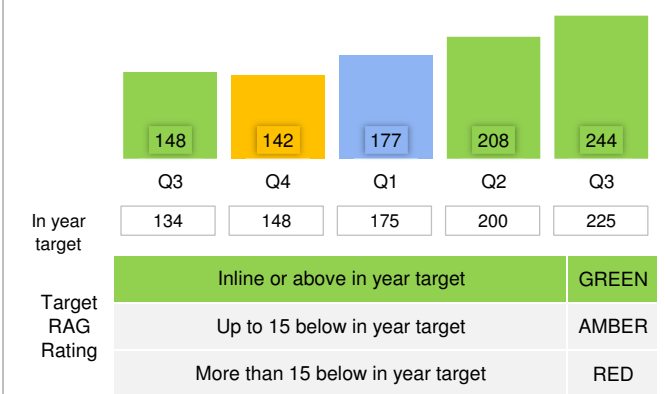


Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

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)

244 ↑



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.

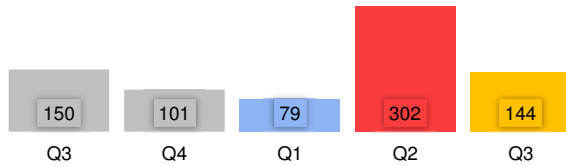
The number of HMO licences shows a steady increase from previous quarter. Over the last quarter, the Housing Regulation Team has continued to write to landlords of suspected licensable properties inviting them to apply for licences. Suspected licensable properties are identified through a combination of complaints from tenants and members of the public and intelligence gathered through council tax system and others. In addition, and in recognition of the increased risks posed by HMOs, during Q3 the team prioritised the processing of HMO licence applications over Selective Licence applications for a period which goes some way in explaining the increase.

The winter is the busiest time for the Housing Regulation Team in terms of non-licensing related service requests; primarily arising from an increased risk associated with lower temperatures. The upturn in service request numbers and the impact of Covid restrictions has significantly impacted the teams ability to proactively seek out licensed properties, so there is a possibility that performance for this indicator will dip in the final quarter of the year. However, as the warmer weather approaches and restrictions are eased the team plan to prioritise the enforcement of the requirement to licence in the first quarter of 2021/22.

## 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

144 ↑



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.

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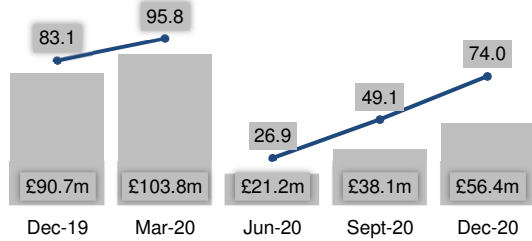
The enforcement team continues to work closely with our external partners such as the Police, the Home Office, waste & environment, street cleansing, along with other contractor's housing associations, private service providers in order to maintain efficiencies and enhance the quality of services within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

During Covid-19 there has been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. During lockdown 2 home visits could not be carried out therefore many of these cases remain pending whilst we await being able to carry out visits again. Officers have only been able to progress cases where they can be dealt with remotely or where residents have provided us with useful information/ evidence.

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

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

£56.4m  
74.0%



Period	Dec-19	Mar-20	Jun-20	Sept-20	Dec-20
In year profile target	-	-	-	-	-
Diff from target	-	-	-	-	-

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

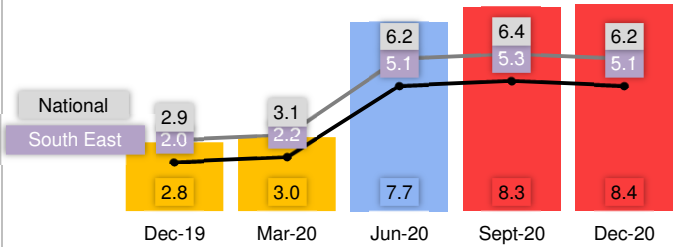
Business rates are collected throughout the year; hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income.

At the end of quarter 3 we achieved a business collection rate of 74.0% of the expected in-year total, collecting £56.4m. 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.

We 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 before the end of the financial year as originally planned due to the ongoing Covid-19 situation.

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

8.4



No. of residents	Dec-19	Mar-20	Jun-20	Sept-20	Dec-20
	2650	2820	7320	7910	8000

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

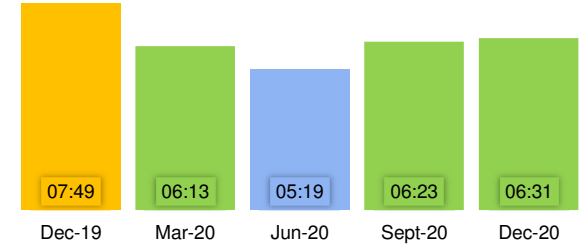
Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for Dec of 8.4% comprises of 8,000 people of which 1,220 aged 16-24 (11.4%) and 1,995 aged 50+ (8.7%). The rate remains above the national and South East of England average and is the 7th highest rate for 16-64 out of the 63 largest cities and towns.

Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Since end of March, 5,180 more people in Slough are claiming benefits due to unemployment which includes 825 more young people (16-24) and 1,285 more older people (50+). At the end of December, 12,000 claims from the Coronavirus Job Retention Scheme ('on furlough') and 6,600 claims totalling £16.6m for Self-Employment Income Support Scheme (SEISS).

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 31s



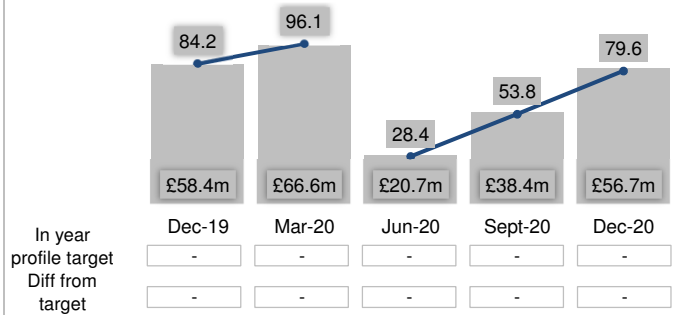
Target RAG Rating	Criteria	Rating
GREEN	Under 10 mins	GREEN
AMBER	Between 10-13 mins	AMBER
RED	Over 13 mins	RED

The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Dec-20 was 6 minutes 31 seconds. This is an improvement from this time last year of 7 minutes 49 seconds.

# Corporate Health Indicators

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

£56.7m  
79.6% ↓



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

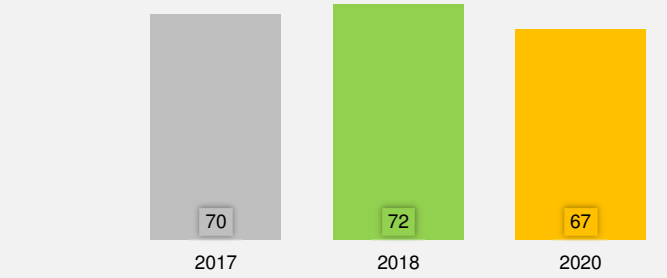
Council tax is collected throughout the year, hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for council tax in year collection rates.

At the end of quarter 3 we achieved a council tax collection rate of 79.6% of the expected in-year total, collecting £56.7m. The collection rate is 4.6% below the same time last year.

Recovery activity restarted in November with final and reminder notices issued to non payers. Extended payment arrangements are being offered to customers where necessary.

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

67% ↓



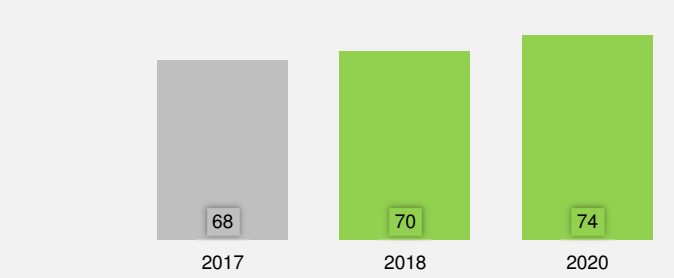
Target RAG Rating	Greater or equal to 72%	GREEN
	Greater or equal to 60% less than 72%	AMBER
	Less than 60%	RED

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

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

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

74% ↑



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

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

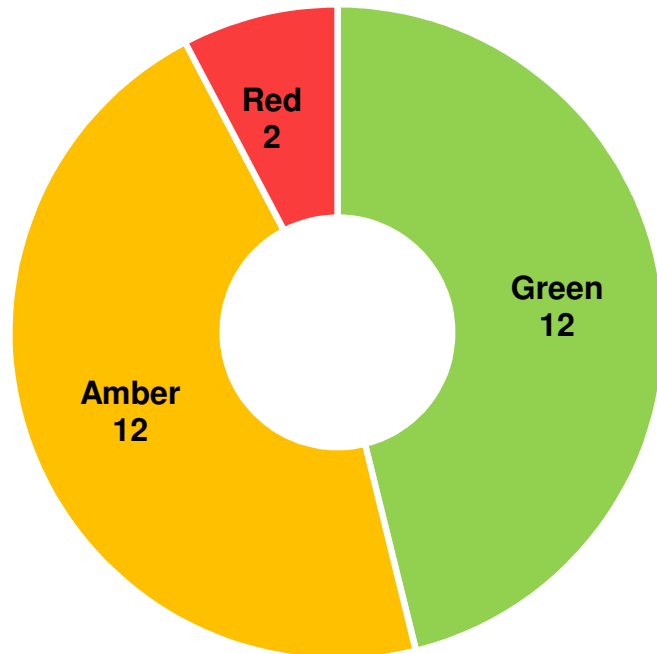
The next annual update is due at the end of quarter 3 in 2021/22.

# Project Portfolio

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

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

## Project Portfolio: Overall Status



At the end of Quarter 3 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
Qtr-3	11	6	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), 46% were rated overall as **Amber** (12 projects) and 8% were rated overall as **Red** (2 projects).

None of the projects closed this quarter

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

- Fleet Challenge
- Capita One Hosting - Education Module

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

Further details on the status of Gold projects (the most important ones) at end of Quarter 3 are set out below.

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

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Grove Academy	Green ↑	Green ↔	Amber ↔	Amber ↔	Project currently 17 weeks behind programme due to weather issues and the COVID-19 outbreak. Grove Academy's new building was completed and handed over in December, although pupils remained on their temporary site until the end of term. The Council Access Point (CAP) was handed over to SBC and the Nursery on 9 November.
Slough Urban Renewal	Amber ↔	Green ↔	Amber ↔	Amber ↔	Projects are being monitored and project trackers updated weekly. Stoke Wharf – grant application to the Land Release Fund (LRF) for assistance with contamination and ground preparations submitted.
Major Highways Schemes	Amber ↔	Green ↔	Amber ↔	Amber ↔	Major Highways schemes are progressing including commencement of works at the junction with London Road and Laburnum Grove and a planning application has been submitted for High Street, Langley.
Central Hotels Project	Green ↔	Green ↔	Amber ↔	Green ↔	Currently ahead of schedule with opening of the hotel now expected to be at the beginning of February 2021. Commissioning works are now in full flow working up through the bedrooms and into the front of house spaces. External signage now in place (illuminated to higher floors). External groundworks well progressed, north, east & south elevations nearing completion with courtyard works in progress.
Cemetery Extension	Amber ↑	Green ↔	Amber ↑	Amber ↑	Works are progressing and on track to be complete by April 2021.
Future Delivery of Children's Services	Amber ↑	Amber ↑	Amber ↑	Amber ↑	Project status has improved from red to amber with further work being undertaken on transition costs and recruitment of permanent Chief Executive/ Director of Children's services.

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Regional adoption agency	Amber ↑	Green ↔	Amber ↑	Amber ↑	Work to align the Regional Adoption Agency transfer process and the Future Delivery of Children's services project is underway.
North West Quadrant	Green ↔	Green ↔	Green ↔	Green ↔	Draft business case received from NWQ LLP/ Muse.
Akzo Nobel	Green ↔	Green ↔	Green ↔	Green ↔	New project to the portfolio. The council secured authority from Cabinet on the 18th May 2020 to negotiate with the site owner, Panattoni, to secure the site. Report is going to Cabinet on 18 January regarding the decision to purchase the site.
Building Compliance	Green ↔	Green ↔	Green ↔	Green ↔	Project on track. Building compliance monthly return has been devised for all service areas to complete.
Local Plan	Green ↔	Green ↔	Green ↔	Green ↔	Project upgraded from Silver to Gold. Proposed spatial strategy consultation launched on specialist website. IT outage impacted so consultation end date extended.

#### Background Papers:

Email [programme.managementoffice@slough.gov.uk](mailto:programme.managementoffice@slough.gov.uk) for a copy of Gold Project Highlight reports for this reporting period.



Key achievements this quarter:

### **Grove Academy**

Grove Academy's new building was completed and handed over in December, although pupils remained on their temporary site until the end of term.

The Council Access Point (CAP) was handed over to SBC and the Nursery on 9 November.

### **Central Hotels Project**

Currently ahead of schedule with opening of the Hotel now expected to be at the beginning of February 2021.

### **Transfer of Adoption Services**

The Trust report that recruitment has been achieved for all posts in the adoption service, with start dates agreed and all to start prior to the transfer of the service.

### **Building Compliance**

There has been positive progress in of the most areas across the project.

### **Local Plan**

Proposed Spatial Strategy consultation launched on specialist website.

Key issues to be aware of:

### **Fleet Challenge**

A new Health & Safety procedure for staff use of the pool fleet during the COVID-19 Pandemic has been enacted.

### **Capita One Hosting - Education Modules**

Project is on hold due to IT infrastructure.

## Performance Indicator Key

### Direction of travel

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

↑	↔	↓
Performance improved	Performance remained the same	Performance declined

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

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

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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

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# Glossary

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## 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<sub>b</sub> = number of sites graded at B- for each individual element

T<sub>s</sub> = 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 3**

**(October to December 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  January 2021	<p>Stage 1 of the transport vision has been completed and approved by Cabinet.</p> <p>Stage 2 has been commissioned and is now supporting the Regen Framework objectives. Strategic Transport Infrastructure Plan to be taken to Cabinet in January 2021.</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  2021	<p>MRT phase 2: Construction commenced in 2020 and in progress.</p> <p>Park and Ride: Land acquisition / CPO – in progress. Hand-over of site expected from Highways England in June 2022 however the land ownership issue still to be resolved.</p>	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><b>Manifesto Pledge has been met.</b></p> <p>In discussions with Reading Bus to deliver a free electric bus pilot for the Colnbrook area and Langley area. Pilot started on 4<sup>th</sup> November 2019.</p> <p>Free pilot for MRT users completed and usage supplied to Leaders office. Bus Lane enforcement is underway.</p>	✓

4	We will upgrade the council's fleet to electric/hybrid vehicles to reduce air pollution	<p>Between Q2-Q4 2019/20</p> <p>Q4 2020/21</p>	<p>Tenders back for supported service 4 and 6 includes minimum standard of EuroVI. This has been completed and is now running. Electric and Gas powered buses with Heathrow on routes 7 and 703. Tendered bus services for route 4 and 6 now using a minimum standard of Euro VI.</p> <p>We currently operate 11 EVs across the Council Fleet. A procurement business case was approved in 2019 to replace and expand the EV staff pool, EV community fleet and other Council fleet over three phases (2020, 2021 and 2022) in order to significantly reduce emissions from our staff 'grey fleet' and existing Council operational fleet.</p> <p>We intended to procure additional EV pool and community cars in Q2 20/21. The tender has been halted, due to majority of staff working from home as a result of Covid pandemic and also due to the structural works being undertaken to Herschel Car park (where the EV fleet will be located). There has also been delays in installing the power connection to the workplace Electric Vehicle Charging Points (EVCPs) due to the OH car park currently being used a 'contractors compound'.</p> <p>In Q3 20/21 the Councils Carbon Management Plan was approved by Full Council and has committed the Council to operate to net zero carbon emission 'carbon neutrality' by 2030.</p> <p>Actions proposed:</p> <ul style="list-style-type: none"> <li>• Power connection works to the EVCPs are due to be completed Q4 20/21.</li> <li>• First phase tender of EVs in Q1 21/22 will be linked to the Council Recovery Plan/Carbon Management Plan and gradual staff return to the office.</li> <li>• A zero carbon fleet replacement plan including DSO fleet will be developed in 2021 to meet the Councils carbon management and low emission obligations.</li> </ul>	<p>AMBER</p> <p>↓</p>
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5	We will open 4 new bike docking racks - in Langley, Colnbrook, Manor Park and Cippenham - and purchase 20 new bikes	Q4 2019/20  Q4 2020/21	<p>The Slough Cycle Scheme is being reviewed to evaluate if it presents value for money. We are therefore pausing rollout of any additional docking stations. As a minimum we will be relocating less well used cycle hire stations and trialling at different sites.</p> <p>An alternative mobility solution, E-Scooters are now operational in Slough since the Manifesto was written and work is required to understand whether both bike hire and e-scooter hire are required in these locations.</p> <p>The following areas permit e-scooters – Manor Park, (Langley, in discussions with Cllrs to launch in March), Cippenham.</p> <p>We are continuing to speak with Heathrow contacts to look at how we can provide a connection between Colnbrook and the airport. This may be where we using the funding for 20 bikes to introduce some electric bikes.</p>	GREEN ↔
6	We will spend £2 million on improving highways and pavements and ensure Slough remains recognised as a national leader in repairing potholes	Ongoing	<p><b>Manifesto Pledge has been met</b></p> <p>Potholes, defects picked up daily via inspections and complaints, works orders raised.</p> <p>Resurfacing scheme completed, currently working on the reserve list to be delivered by end of March 2021.</p>	✓

	Manifesto Pledge	Date for delivery	Actions taken	RAG
7	We will open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards	Aug / Sep 2019	<p><b>Manifesto Pledge has been met</b></p> <p>Tender awarded to the Great Outdoor Gym Company.</p> <p>All gyms now installed and open/in use.</p>	✓

8	We will work with partners to expand our popular free 'community work outs' to more locations across Slough	Ongoing throughout 2019/20	<b>Manifesto Pledge has been met</b> 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	<b>Manifesto Pledge has been met</b> Tree audit complete and details fed into the Urban Tree Challenge bid. Awaiting the outcome of the bid, this should be confirmed in early October.  Funding for tree replacements outside of the Urban Tree Challenge initiative have been confirmed and new planting before end of March 2020.	
10	We will begin work on a major environmental urban wetland project in Salt Hill Park	Mar 2020	<b>Manifesto Pledge has been met</b> 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 <sup>th</sup> 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	<b>Manifesto Pledge has been met</b> 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	<b>Manifesto Pledge has been met</b> Our planned litter picking and sweeping of the High Street continues to deliver a sound core service between 06:00 and 19:00. This resource calls on response teams to deal with out of the ordinary issues.  A cloud based App has been developed to report fly-tipping, street cleaning standards and grounds maintenance issues. It will be launched on our new website.	

13	We will do more to make our neighbourhoods strong, healthy and attractive with 3 initial projects in Foxborough, Chalvey and Langley Kedermister	Ongoing	The Chalvey Strong, Healthy and Attractive Neighbourhood plan has been adopted by the Wellbeing Board and is now being implemented. The Wellbeing Board also adopted the model to be rolled out across Slough, as part of the Localities Agenda. Early stage work has commenced on developing a plan for Colnbrook and work related to Britwell will start shortly.	GREEN ↔
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	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	<b>Manifesto Pledge has been met</b> On 12 development sites, there has been a handover of expected 20 new builds, but the Covid virus has delayed the development programme of a further 50 nearing completion. The award for phased demolition of Tower & Ashborne is in place. We acquired land at Langley college for the development of 100 new homes and procurement are actively supporting the tender process for construction vision of 263 homes.	✓
15	We will invest £8 million to provide additional decent, affordable rented homes in Slough	Mar 2020	<b>Manifesto Pledge has been met</b> We have delivered £8m investment for 2019/20 through programs for the improvement of health & safety compliance related works such as electrical systems and fire prevention that have accounted for 4468 differing actions to the end of march.	✓
16	We will bring forward proposals for a co-operative/tenant-led housing initiative to offer more choice and accountability for those in need of affordable rented housing	Jan 2020	<b>Manifesto Pledge has been met</b> The creation of a community led society via the DISH is with solicitors and progressing to registration which as a holding company is in place.  We have taken a further step forward in the creation of DISH as a registered provider for profit and separately for not for profit as we have approached the regulatory body with a case for registration. We are advised by homes England process requirements is to create an interim a shadow board, which is being formed and led by the service lead for housing development & contracts.	✓

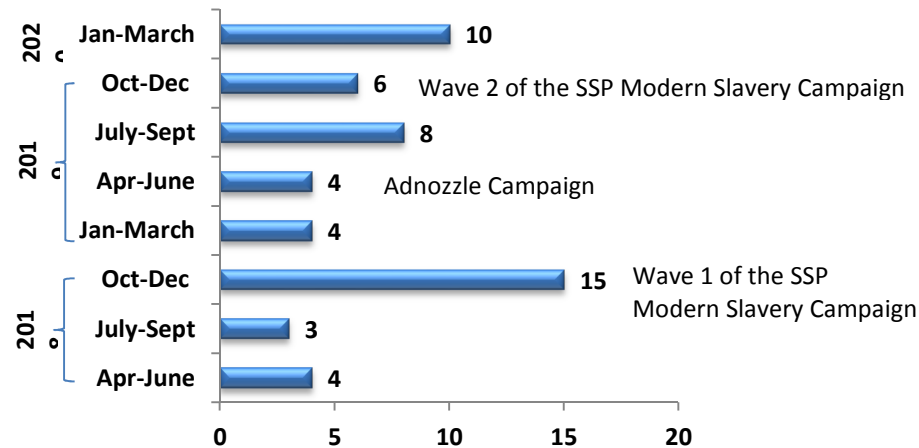
17	We will do more preventative work to tackle street homelessness, investing £250,000 in local homelessness initiatives	Mar 2020	The Rough Sleeper Outreach Team has been working steadily to improve the outcomes for rough sleepers. This year the official rough sleepers' count was 25, down on last year's figure of 27. This doesn't tell the whole picture. During the year, the number of rough sleepers on the streets fluctuated and they are never the same. At the end of the year, 46 rough sleepers were housed and Covid kicked in right at the end, which saw 78 rough sleepers accommodated temporarily.	
18	We will invest £4 million in repairs, modernisation, structural and environmental improvements to tenants' estates and homes, and pilot a new app that allows council tenants to see their repairs and account information in real time	Mar 2020	<p><b>Manifesto Pledge has been met</b></p> <p>The piloting of the new repairs app is ongoing. The take up is under review as Osborne seeks to introduce a new operating system, and there has been significant dialogue as focus on achieving fundamental customer care service.</p> <p>The environmental program is ongoing, and garages sites are either upgraded for modern parking or decommissioned for development. These are in progress and investment of £1m has been achieved and further progress is underway.</p> <p>The de-designated sites have had all asbestos surveys and removals with 5000 tasks complete. The low rise blocks have also been surveyed and tasks undertaken on the 491 sites. The sprinklers have been fitted in both high rise blocks and Broom &amp; 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 and well as using social media to better engage and inform tenants.	GREEN 

	Manifesto Pledge	Date for delivery	Actions taken	RAG
20	We will work with dentists and health partners to improve local children's oral health	Ongoing	<p><b>Early Years:</b> Online information/training sessions are available from the oral health team. Toothbrush packs are issued to children on the completion of a post session evaluation. The services extended access to families supported by Homestart and 50 toothbrush packs and leaflets have been distributed.</p> <p>An Early Years Health and Well-being Kitemark accreditation for Slough will be launched in the spring term, 2021, for all early years' settings, recognising the important role early years settings play in the improvement of the wellbeing of children to addressing issues around health, nutrition, obesity. The nutrition criterion of the Kitemark will assess how settings are addressing the oral health needs of the children and families and have been shared with Ofsted.</p> <p><b>Schools:</b> The oral health team have developed 2 interactive YouTube videos aimed at KS1 and KS2 children, to be used as an informative addition to remote learning. Ryvers primary school have accessed the sessions for both key stages, and toothbrush packs have been issued. Five other schools have been sent the link to the sessions.</p> <p>Monthly oral health campaigns continue. Slough Healthy Smiles accredited settings and schools receive promotional material to display, promote and distribute.</p> <p><b>Slough Healthy Smiles:</b> Assessments have continued, and 2 more settings have achieved accreditation. However, in line with recent guidance due to the current pandemic, supervised tooth brushing in early year's settings and schools has been suspended until further notice.</p> <p>Dental practices are now open, and some will be carrying out routine appointments as well as emergencies.</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.</p> <p>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. Co-production has helped challenge the stigma around mental health and disability and provided an opportunity for service users to shape services in Slough.</p> <p>In addition, an outstanding website capturing our asset-based approach <a href="http://www.EnablingTownSlough.com">www.EnablingTownSlough.com</a> 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. This has served to increase the accessibility of mental health services to the Slough population.</p> <p>The Recovery College has begun to provide mental health psychoeducation to primary care services via the Managing Emotions Programme and the plan is to expand the primary care offer over the next financial year. The College intends to develop further links and partnerships to facilitate access to physical health education and activity.</p> <p>Our new supported rehabilitative service went live in April 2020, providing bespoke therapeutic support to people with SMI in Slough. This has already proved a success enabling several residents to step-down to more independent living. The focus has been on enabling environments, establishing an emphasis on co-produced services and promoting accessibility.</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><b>Manifesto Pledge has been met</b></p> <p>The Network is becoming well established and has been involved in a number of initiatives. These include:</p> <ul style="list-style-type: none"> <li>➤ Working with Healthwatch to co-design a new framework for enter and view visits to Slough care homes.</li> <li>➤ Developing a new floating support service and selecting a new provider.</li> <li>➤ Providing comments and feedback on the draft Housing Strategy.</li> <li>➤ Successfully bidding to use the Open Doors shop for a monthly community forum.</li> <li>➤ Attending a number of forums and partnership boards.</li> </ul> <p>The co-production network will be involved in a number of key commissioning projects over the coming months.</p>	✓
23	We will build on the success of the reinstated Slough Half Marathon by introducing a stand-alone family fun day around the new annual 5k run in Upton Court Park	Oct 2021	<p>The 5k and Half Marathon were cancelled in 2020 due to the Covid pandemic.</p> <p>A provider has been secured to deliver a half marathon in 2021 however this will still be subject to the pandemic status.</p> <p>The 5K remains on hold and will be reviewed at various stages during the coming year.</p>	GREEN ↔
24	We will continue supporting the work of the Safer Slough Partnership; building on the success of their campaign against modern slavery and helping deliver the 'Choices' campaign to reach 2,000 people in 2019/20	Mar 2020  Autumn 2019	<p><b>Manifesto Pledge has been met</b></p> <p>In October 2019 we ran a 6 week campaign highlighting various forms of slavery and how it can affect children and adults. This campaign directed people to use the national Modern Slavery Helpline phone number as a single point of contact, and we hope to see a rise in call from Slough as people report their concerns. Data from the modern slavery helpline demonstrates that during October - December 2019, when wave 2 of the Safer Slough Partnership Modern Slavery campaign ran, 6 calls were received from Slough regarding concerns of modern slavery; following the campaign, between January-March 2020, 10 calls were received. Whilst we have not seen the same level of increase as was witnessed for wave 1 of the modern slavery campaign, calls to the modern slavery helpline remain higher than they were prior to campaign work beginning in Oct 2018.</p>	✓



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

			<p>circumstances, to ensure the development of these skills remains a priority for all young people; resilience must be built into our educational systems. This must be done in a way that guarantees broad access for all to avoid a situation where the digital divide becomes more extreme.</p> <p>Current focus is centred on the development of a remote learning module and framework, which would support the choices programme being delivered virtually within the home environment. Delivery will focus initially on Year 6 owing to the transition to secondary school having been identified as a pivotal point within a young person's development. Remote delivery within the home environment would also better enable parents to engage with their children in topics explored within the programme, allowing learning to continue beyond the classroom environment.</p>	
25	We will tackle inequalities locally and work to improve health, life chances and opportunities for all our residents	Ongoing	<p>Project to support those Bereaved By Suicide and by COVID commenced, with a specific BAME bereavement support initiative, recognising the disproportionate of those in BAME communities affected.</p> <p>With the introduction of the COVID vaccine, there has been a high level of work in preventing inequalities in uptake, with a vaccine FAQ webpage (<a href="https://www.publichealthslough.co.uk/campaigns/covidvaccine/">https://www.publichealthslough.co.uk/campaigns/covidvaccine/</a>) and additional training of our Community Champions to disseminate learning into their community networks, plus a high number of posts on social media to provide facts and advice.</p> <p>A workshop was run on 18th December for those who are furloughed, at risk of losing their job, or have lost their job. There was a presentation on opportunities and training that are available. About 10 people attended, and they received very good feedback from attendees, so regular workshops are planned which will help mitigate the inequality created by COVID on the wider determinant of poverty and economic difficulties.</p> <p>'Health &amp; 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>

	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"> <li>• The call centre telephony solution was initially a 1 year contract. This was extended for a further year until July 2021. The service is currently finalising requirement and looking at potential suppliers.</li> <li>• An extension to the current CRM solution has been commissioned to ensure continuity of service. The service is currently exploring the viability of using our digital platform Jadu.</li> <li>• 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"> <li>• LMP Decant,</li> <li>• Web site traffic,</li> <li>• UC claimants in Slough,</li> <li>• Top Debtors in Slough – currently being updated to include more services : ASC / Parking</li> <li>• Event management - and bonfire ticket sales</li> <li>• Hubs and ward profiles</li> <li>• Census Data support</li> <li>• Service request insight made through Customer Services</li> </ul> </li> <li>• The customer insight tool, Policy in Practice, to help identify households at risk of financial crisis is being implemented in collaboration with ICT and revenues and benefits.</li> <li>• Observatory House is fully kitted out and staff (subject to covid risk assessment) can work on desk areas. The trust move into OH in January</li> </ul>	GREEN ↔

2021 and the ground floor is currently under fit out to create a public meeting space.

- Samsung A51 android smart phones are being rolled out to members and staff.
- A comprehensive IT Health Check was conducted over the summer of 2020. The resulting report findings are being put into a remedial action plan and subsequent work packages will be created to address vulnerabilities.
- The council website went live end of November on Jadu platform; recruitment for a digital team is ongoing with 2 posts filled.
- Office 365 priority rollout plan is agreed with requirements being discussed with the Children's Trust and is being planned as part of the Our Futures Programme.
- Members & CMT rollout of new laptops and O365 completed with the final few being completed in January 2021 (subject to Members availability). Support and drop in sessions have been running and are due to end at the end of January 2021.
- New landline telephony platform service went live in November with the old corporate telephony platform decommissioned. Rollout to the remaining SBC sites currently being planned.
- Since the start of covid pandemic 899 laptops, 1020 mobile phones & 528 remote access tokens have been rolled out. Bluejeans service was enabled and an accelerated rollout across the council with an events module procured to facilitate larger attendee meetings such as staff conferences and external public meetings. Members meetings (internal only) are moving to Microsoft Teams from January 2021 with the view that all members meetings moved onto Teams as soon as possible. As the wider rollout of Teams across the authority continues, use of Bluejeans will be reviewed and licensed appropriately.




			<ul style="list-style-type: none"> <li>• Work on an appointment system for local access points has now been developed as part of the Jadu rollout and is due to go live in Q4 2020/21.</li> <li>• 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.</li> <li>• 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.</li> <li>• Pay Point to arrange payments for Local Welfare Provision is now live and is the standardised way in which LWP payments for customers are processed.</li> </ul>	
27	We will launch a £15 million 'Community Hubs Strategy', starting the construction of brand new community hubs in Chalvey and central Langley and planning new hubs in Cippenham and Wexham	New Chalvey School and hub Q4 2021	<p>The Chalvey Community Hub has been completed and will open once covid restrictions allow.</p> <p>Remodelling work of Britwell to incorporate the Health Centre have now been agreed and work on this will commence shortly.</p> <p>Plans are being finalised for the design of the Hub in Langley.</p> <p>The Curve will be adapted and will offer Hub related services for the Central ward and the final location for the hub(s) to cover Farnham, Baylis &amp; Stoke, Wexham Lea and Elliman wards is being finalised</p>	GREEN ↔

28	We will involve residents in shaping 'meanwhile' improvements and in the longer-term redevelopment plans for the town centre	Ongoing	<p>ARUP have been appointed to prepared a Meanwhile Use Strategy which is anticipated Q1 2021/22.</p> <p>Continue to promote consultation events set out by Developers. Most recent is Slough Central by British Land.</p> <p>Working with HOME Slough to support events and activities as part of the Meanwhile offer by British Land.</p> <p>Established the Slough Town Association of Residents (STAR) group to help inform, shape and engage with us on Clean Safe Vibrant TC Programme as well as the Town Centre Vision.</p> <p>Working with the STAR group and stakeholders on the SloughNow concept to gauge their interest and explore what they would like to see in their Town Centre.</p>	GREEN ↔
29	We will add further discounts to our new Residents' Privilege Scheme, the 'Slough app'	Ongoing	<p><b>Manifesto Pledge has been met</b></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	<p>Ongoing</p> <p>September 2019</p> <p>December 2019</p>	<p><b>Manifesto Pledge has been met</b></p> <p>We have seen a significant increase in LGBT+ ceremonies this year. The trend continues upwards since last reporting in this respect. We have done 11 LGBT ceremonies this calendar year, 8 this financial year (civil Partnerships and Weddings).</p> <p>We make sure that anyone marrying or celebrating their civil partnership have a welcoming and special experience. We are very inclusive and celebrate all our citizens using our noteworthy services; we include LGBT weddings and celebratory services photos on our Facebook page.</p> <p>Preparation for marketing campaign to focus on 2020 session and incorporate new venues. Work on marketing to commence once newly appointed Group Manager arrives in November 2019. The new Group Manager joined the service in November 2019 and is looking at business and marketing strategies across her service areas including licensing new venues, civil and partnership ceremonies etc.).</p>	✓






31	We will bring forward plans for a new arts, entertainment and cultural offer at the former Adelphi Cinema site, while protecting the building's heritage	Ongoing	A multi discipline project team, led by Fourth Street Cultural Consultants, has been appointed to consider the Adelphi Theatre and it's potential for offering an enhanced cultural offer. The recommendations of the Cultural Asset Strategy are anticipated Q1 2021.	GREEN ↔
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	<b>Manifesto Pledge</b>	<b>Date for delivery</b>	<b>Actions taken</b>	<b>RAG</b>
32	We will continue regenerating our town; bringing forward detailed plans for the Montem Leisure Centre site, the Canal Basin and the former Thames Valley University site	Ongoing	<p>The Centre of Slough Regeneration Framework was approved by Cabinet in September 2020.</p> <p>Cabinet approved the Stoke Wharf draft indicative site development plan in September 2020 and a detailed planning application was submitted by Stoke Wharf Developments LLP in October 2020.</p> <p>A detailed planning application for the Montem Leisure Centre site was submitted in October 2020 and recommended for approval by planning committee in January 2021.</p> <p>The North West Quadrant LLP development vehicle was created in November 2019. The Business Plan is anticipated to be approved in Q1 2021 with a hybrid planning application anticipated June 2021.</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 in Q1 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>Works on the Horlicks Factory redevelopment have begun and sales are progressing well.</p> <p>In October 2020 Cabinet approved taking the necessary steps towards a Compulsory Purchase Order, underwritten by Berkeley Homes, for the south side of Stoke Gardens, adjoining the Horlicks scheme, to assist the Horlicks scheme by improving the local environment around the main pedestrian and cycle entrance to the development.</p>	GREEN ↔

35	We will redevelop the former Alpha Street car park site to provide new affordable homes	December 2020	<p><b>Manifesto Pledge has been met</b></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>ARUP have been appointed to prepared a Meanwhile Use Strategy which is anticipated Q1 2021.</p> <p>Exploring options for a Social Enterprise Quarter, Food &amp; Bevarage and Cutural meanwhile uses in the shopping centre which encourages local groups to occupy empty units and influence the increase of footfall in the area.</p> <p>Meanwhile use discussions with partners are picking up pace with a number of opportunity sites being reviewed for meanwhile uses in the town centre.</p>	<p>GREEN</p> 
37	We will significantly improve the public forecourt to the north side of Slough station and deliver improved paths and walking routes in and around the town centre	March 2021	<p>Public Realm design underway and negotiations with Net Rail and GWR to construct the forecourt are ongoing. Changes to DfT accessibility guidance at rail stations has resulted in a delay due to more disabled bays being required.</p> <p>Paths to connect the Town Centre and rail station are being secured through the planning process with the SUR Stoke Wharf scheme plus a new footbridge across the canal. Cabinet approval now secured (September Cabinet) designs proceeding. CRT currently not supporting the proposal so this has been escalated to board level.</p> <p>Designs and location are near completion and now awaiting discussion with the SUR. Planning App still awaited.</p>	<p>AMBER</p> 

	Manifesto Pledge	Date for delivery	Actions taken	RAG
38	We will improve the learning environment for local children, investing £12 million in expanding our secondary schools and £14 million in Special Educational Needs and Disability provision	2021-2022	<p>£12.4m spent in 2019-20 on providing a site for Grove Academy and an expansion of places at Langley Grammar School. A further £0.8m has been spent in 2020-21 on secondary expansion projects by Q3.</p> <p>£3.31m spent in 2019-20 and £0.3m in 2020-21 to fund a new SEND Resource Unit at Marish Primary Academy.</p> <p>£610K spent in 2020-21 to fund construction of the new SEND Resource Unit for Grove Academy.</p> <p>£328K spent in 2019-20 on Special schools and a further £270K by Q3 in 2020-21.</p>	GREEN ↔
39	We will facilitate a brand new through-school with community sports provision in Chalvey	End of 2020	<p><b>Manifesto Pledge has been met</b> In 2019, SBC acquired 2 shop/residential sites on Chalvey High Street on behalf of the DfE to create the playing fields for Grove Academy.</p> <p>Although the Covid-19 pandemic caused some delays to the construction programme the new building was handed over the school by the end of Q3 2020-21. Officers are finalising the terms of the Community Use Agreement with the school; all sporting facilities including the 2 new MUGAs being funded by SBC will be available for community use.</p> <p>The replacement community facilities were handed over to SBC and the Nursery by the end of Q3 2020-21 and the refurbishment of Orchard Community Centre completed earlier in the year.</p>	✓
40	We will provide all our looked-after children with leisure passes and council tax exemptions until the of age 25	Ongoing	<p><b>Manifesto Pledge has been met</b> 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><b>Manifesto Pledge has been met</b> 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><b>Manifesto Pledge has been met</b> 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><b>Manifesto Pledge has been met</b> 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"> <li>• Early Help offer and new website to access the wide range of interventions available in Slough.</li> <li>• The new process for managing school exclusions and managed moves went</li> </ul>	

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 & Scrutiny Committee

**DATE:** 18 March 2021

**CONTACT OFFICER:** Tom Overend, Policy Insight Manager  
(For all enquiries) (01753) 875657

**WARDS:** All

**PART I**  
**FOR COMMENT & CONSIDERATION**

**SLOUGH 2040 VISION****1 Purpose of Report**

To present the committee with an update on the development of the Slough 2040 vision.

**2 Recommendation**

The committee is recommended to:

- Note the Cabinet's endorsement of the Slough 2040 vision.
- Consider the role for members in rolling out the vision, and scrutinising its delivery.

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

The Slough 2040 Vision relates to all aspects of the Slough Joint Wellbeing Strategy.

**3b Five Year Plan Outcomes**

The Five Year Plan will now represent Slough Borough Council's contribution towards the delivery of the Slough 2040 vision over the next five years – with the council focusing on the five priority 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 businesses and investment to provide opportunities for our residents

The long-term priorities that sit underneath the five priority outcomes have been updated to reflect the vision's objectives, as well as the council's COVID recovery priorities.

#### 4 **Other Implications**

(a) Financial

None.

(b) Risk Management

There are no identified risks associated with the proposed actions.

(c) Human Rights Act and Other Legal Implications

There are no direct legal implications to the proposed action. The specific activities taken to implement the Five Year Plan, 2040 Vision and other plans may have legal implications which will be brought to the attention of members separately. There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will however be completed on individual aspects of any actions taken to implement the Five Year Plan, 2040 Vision and other plans, as required. The eighth priority of the 2040 vision states that 'Slough will have a strong, diverse community where differences are celebrated, and everyone feels safe.'

#### 5 **Supporting Information**

Over the last year, SBC has been working with our strategic and voluntary partners to develop an ambitious shared vision for the next twenty years – 'Slough 2040'. The work to create the vision has been overseen by a group of leaders drawn from across the agencies who serve Slough, and includes representatives from:

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

In order to develop this vision, the project team conducted an extensive programme of engagement with residents, members, businesses, officers and partners – to develop a picture of what local stakeholders thought Slough should be like in 20 years' time. The team spoke to people from many different backgrounds, from all age groups and from all parts of the borough.

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



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

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

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

The Slough 2040 Vision was endorsed by the Cabinet on behalf of Slough Borough Council, at its session on 22<sup>nd</sup> February. The Five Year Plan will now represent SBC's contribution towards the delivery of the Slough 2040 Vision over the next five years. The long-term priorities that sit underneath the five priority outcomes, have therefore been updated to reflect the vision's objectives, as well as the council's COVID recovery priorities.

A virtual 'soft' launch meeting has been scheduled for 22<sup>nd</sup> March, to bring partners back together to consider priorities for rolling out the vision. Officers will be working over the Spring and Summer with the Slough Leaders group to finalise implementation plans, agree delivery milestones and performance measures and develop an exciting new brand for Slough.

The leaders group also hope to arrange larger and wider events later in the year with residents to discuss plans to deliver the vision, if COVID restrictions do not prevent this.

## 6 **Comments of Other Committees**

This report is yet to be seen by any other committee. The Slough 2040 Vision was endorsed by the Cabinet at its session on 22<sup>nd</sup> February.

## 7 **Conclusion**

The Slough 2040 Vision will allow us to work in concert with our partners to deliver an ambitious shared vision for the future of our town.

## 8 **Appendices Attached**

'A' - Draft Slough 2040 Vision

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# SLOUGH2040

## The Slough 2040 Vision outlines our ambitions for the future of Slough.

This vision has been created by engaging with the local people of Slough - our residents, elected councillors, and the organisations that serve the people of the town.

By listening to their voices, we have created a bold and ambitious shared vision of Slough's future. Over the next 20 years, we will work in partnership with the residents, public bodies, charities and businesses of Slough to transform this vision into reality.

The Slough 2040 vision outlines the shared ambitions of organisations working in partnership in this town, including:



# SLOUGH2040



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

By 2040, Slough's town centre will be a destination of choice - a place where people come from afar to enjoy the vibrancy and diversity of the local culture. The town centre will be an attractive and modern space, which is fully accessible to all. It will blend together retail, leisure, business and housing to create a space that is exciting, busy and thriving throughout the day. Culture will be at the heart of the town, with world-class performance spaces, street art and a museum woven into the built environment.

*Town square lined with cafes and restaurants. Co-working spaces. Rooftop gardens. Amphitheatre. Museum celebrating local culture. Busking and street entertainment. An accessible built environment.*

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**Slough will have attractive, green neighbourhoods, which bring people together**

In the future, Slough will have high-quality housing and accommodation which meets the needs of our local population. Different types of housing will exist together, with affordable housing, family housing and social care accommodation built alongside one another to create diverse neighbourhoods. All our residents will have access to attractive green spaces, including parks, allotments and children's play facilities. The neighbourhoods of Slough will feel clean, well-maintained and welcoming.

*Street trees. Colourful buildings. Homes with space to work from home. Community gardens and allotments. Green gyms and skate parks. Community litter picking events.*



**Slough will be a globally connected town, with a transport system which prioritises public and active transport**

The Slough of the future will be an internationally connected town, with strong transport links to Heathrow, London and other major cities. Locally, Slough will have a world-class public transport system which meets the needs of our residents by being well-connected, reliable and affordable. Cycling and walking infrastructure will be improved, with safe cycling and walking routes embedded throughout the town. There will be fewer cars in Slough, and the cars that remain will largely be low-emission vehicles.

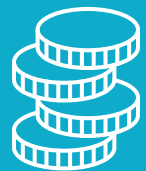
*Car-free town centre. World-class public transport system. Rail link to Heathrow. Park and Ride system. A Slough payment card for all public transport. Car-free cycle paths. A town centre bike hub. Rickshaw hire for journeys within the borough.*



**Slough will be a carbon-neutral and sustainable town**

By 2040, the town of Slough will be entirely carbon-neutral. Pioneering renewable power and energy efficiency technology will be incorporated throughout the built environment. Trees will grow across the town - both in green spaces and woven into our streetscapes. Biodiversity will be encouraged through the use of sensitive planting schemes and the creation of wildlife havens. Sustainable lifestyles will be promoted, and recycling facilities will be world-class.

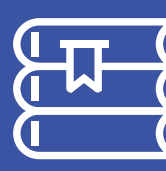
*Solar panels on rooftops. Buildings designed to be water efficient. Green walls and rooftops. Bee-friendly planting scheme. Wildlife corridors and road crossings. Grass verges allowed to re-wild. Increased kerbside recycling.*



**Slough will have a strong, globally renowned economy, which supports its people to prosper and live well**

In the future, Slough will have a global reputation as a place to do business. Slough's economy will be thriving and diverse, home to a mix of businesses and different employment types. Businesses will feel connected to the wider town, and employers in Slough will be integral to high-quality education and training schemes. Local people will be employed in good jobs - jobs that offer them fulfilment, fair wages and support their wellbeing. Poverty will be alleviated, and everyone in Slough will have the opportunity to flourish and live well.

*Slough is known for its reputation for business. Small businesses and start-ups supported. Employers encouraged to support flexible working for carers. Training courses aligned with the needs of employers.*



**Slough will be a place of lifelong learning and aspiration for all**

Slough schools and colleges will provide a high-quality and inclusive education, which encourages aspiration in our young people, and prepares them for their adult lives. Students will be able to choose between vocational and academic pathways, with technical training centres sitting alongside a world-class university presence in the town centre. Education will continue into adulthood, with training facilities offering people of all ages the chance to up-skill, retrain or receive careers advice.

*Life skill lessons in schools, that cover topics such as career advice, financial skills and relationship education. Volunteer tutors to level-up disadvantaged young people. Adult training centre with childcare and a café on site.*



**Slough will be a healthy town, where people are supported to live empowered lives**

The people of Slough will be encouraged to live healthy and active lives. Slough will have a wide range of excellent leisure facilities, including gyms, pools, and an ice rink. There will be high-quality and timely healthcare for those who need it, provided through GP surgeries, mental health services and other settings embedded in the local community. Health and social care will be integrated, and social care services in Slough will be innovative and inspiring as they support people to live empowered and independent lives.

*Holistic wellbeing hub. Wellbeing. Healthier eating options in the town centre. Outdoor swimming pool. Inclusive sport leagues. More sheltered accommodation and extra-care housing. Positive billboards.*



**Slough will have a strong, diverse community where differences are celebrated, and everyone feels safe**

In 2040, Slough will be known for its cohesive and inclusive community. Different cultures and identities will live together with tolerance and respect. Crime rates will be low, and people will feel safe and welcome in their local neighbourhoods. Communities will be involved in local decision-making, and will be empowered to manage their own needs and take ownership of their local area. There will be facilities for local community groups, and the town will have a prominent central youth centre which provides an exciting space for the young people of Slough.

*Funding and affordable facilities for community groups. Service to match people to voluntary opportunities. Carnival celebrating diversity. Equality events such as Black History month recognised and marked.*

These inspired ideas are all suggestions that come from our residents. These are not definite policy commitments, but instead are intended to give a taste of what the people of Slough would like to see in their town in the future.

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview & Scrutiny Committee **DATE:** 18 March 2021

**CONTACT OFFICER:** Dean Tyler, Associate Director, Place Strategy & Infrastructure  
**(For all enquiries)** 01753 875847

**WARDS:** All

**PART I**  
**FOR COMMENT & CONSIDERATION**

**SBC COVID RECOVERY STRATEGY UPDATE**

1. **Purpose of Report**

1.1 To provide an update on the Council's Covid Recovery Strategy.

2. **Recommendation**

2.1 Overview & Scrutiny Committee is requested to note and comment on:

- a) The Council's Recovery Strategy and the links to the 2040 Vision and Five Year Plan;
- b) The role of members in supporting and enabling Covid Recovery; and
- c) How the delivery of the Strategy should be scrutinised going forward.

3. **The Slough Joint Wellbeing Strategy 2020-24**

3.1 Coronavirus has the potential to impact on the long-term delivery of all of the Wellbeing Board's priorities:

- 1. Starting Well
- 2. Integration
- 3. Strong, Healthy and Attractive Neighbourhoods (Building Community Asset Resilience)
- 4. Workplace Health

4. **Five Year Plan 2020-24 Outcomes**

4.1 Coronavirus has the potential to impact on the long-term delivery of all of the Five Year Plan's priority outcomes:

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

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

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

Outcome 4 - Our residents will live in good quality homes

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

Note the Five Year Plan has been refreshed for 2021 retaining the same five priority outcomes.

## 5. **Other Implications**

- (a) **Financial** - There are no direct financial implications arising from this report.
- (b) **Risk Management** - There are no identified risks to the proposed actions in this report. A Covid 19 risk register has been developed and will be updated as part of the implementation of the Strategy.
- (c) **Human Rights Act and Other Legal Implications** - There are no Human Rights Act implications associated with the proposed actions.
- (d) **Equalities Impact Assessment** - There is no requirement to complete an Equalities Impact Assessment in relation to this report.
- (e) **Workforce** - There are no workforce implications associated with the actions in this report.

## 6. **Supporting information**

- 6.1 The Council acted swiftly in response to the introduction of the 'lockdown' by the UK government in March 2020 which saw non-essential businesses close down and the population (with the exception of Key Workers) instructed to work from home.
- 6.2 We ensured that the most vulnerable in our community received the help and support they needed particularly those who were isolating as part of the Shielding programme, the homeless and those at risk of harm. We administered at a local level the national business support schemes and undertook research of local employers with employees who were furloughed and those at risk of redundancy when the scheme ends.
- 6.3 At the same time as managing the immediate response to the crisis we have been developing our plans for economic recovery and renewal of the town. Clearly the closure of most businesses combined with the national economic outlook meant that we needed to be in a position where we had robust plans to ensure the resilience of our local economy, the survival of businesses and the creation of new opportunities for employees whose futures were at risk. In June Cabinet approved the Inclusive Growth & Skills Strategy.
- 6.4 Elsewhere our recovery plan focusses on the inevitable health, wellbeing, social and financial aftershocks of the public health crisis.

6.5 The attached slides (Appendix A) provide an overview of the priorities and actions for recovery and renewal. The slides include the milestones set by Government as part of the national roadmap to exit lockdown.

7. **Comments of other committees**

7.1 Cabinet and Scrutiny will work together to provide oversight of our recovery and renewal planning.

8. **Conclusion**

8.1 This report provides an update on our plans for recovery and renewal.

8.2 The Covid Recovery Strategy is a key part of our strategic framework alongside the 2040 Vision developed by Slough's strategic partners and the Council's Five Year Plan. The 2040 Vision effectively provides a strategic vision for Recovery and the Five Year Plan is the Council's contribution to the 2040 Vision.

9. **Appendices attached**

A – Recovery and Renewal planning (slides)

10. **Background papers**

None.

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# Covid Recovery Strategy

## Overview & Scrutiny Committee

### 18 March 2021

# Slough Borough Council's COVID-19 Strategy

## Purpose:

SBC is caring, proactive, resilient, skilled and here to serve

## Key objectives:

We will keep Critical and Priority functions running to care for and support our residents

We will keep our staff safe

We will quickly implement the Government's emergency initiatives affecting local residents and businesses

We will work in partnership with strategic partners, other public sector organisations, the voluntary sector and community groups to provide services to local people

We will prepare for the recovery of the Council and the town

## Initiatives:

We have established robust command and control arrangements

We have established 9 Task Groups to deal with our Critical and Priority areas

We have enabled most staff to work from home

We are sustaining critical services by redeploying staff skills and resources

We have established an Ops Room to log and administer instructions and guidance and resolve immediate operational issues

## Commitment of staff

### Our staff will:

Adhere to the SBC COVID -19 strategy

Look after themselves, their families and friends

Work from home if possible but recognise this may not always be possible

Follow social distancing when required to work away from home

Communicate with their managers daily to receive instructions and pass on information

Be ready to redeploy themselves and their skills within critical and priority areas, as and when required

Maintain Business as Usual when not dealing with COVID-19

# Links to Corporate Strategy



# SLOUGH 2040 VISION STATEMENT



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

## EIGHT SUB STATEMENTS



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



Slough will have a strong, globally renowned economy, which supports its people to prosper and live well.



Slough will have attractive, green neighbourhoods, which bring people together.



Slough will be a place of lifelong learning and aspiration for all.



Slough will be a globally connected town, with a transport system which prioritises public and active transport.



Slough will be a healthy town, where people are supported to live empowered lives.



Slough will be a carbon-neutral and sustainable town.



Slough will have a strong, diverse community where differences are celebrated, and everyone feels safe.

## Five Year Plan vision – **growing a place of opportunity and ambition**

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

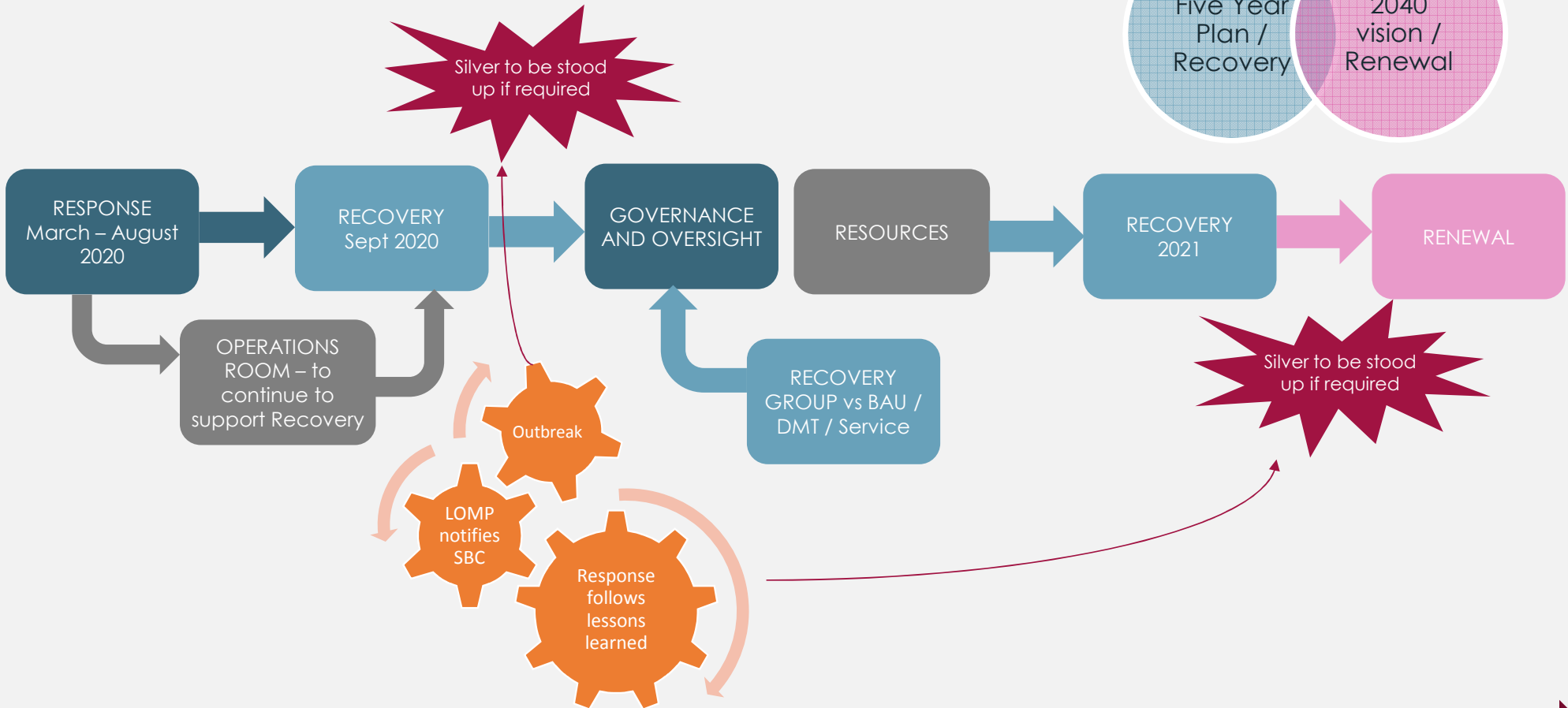
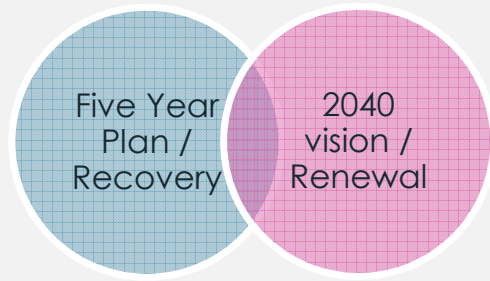
**Outcome 2 – Our people will be healthier and manage their own care needs**

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

**Outcome 4 – Our residents will live in good quality homes**

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

# From response to recovery



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Elements of **Response** continue to run throughout



# Public Services Communication Briefing

## 22 February 2021 - *Roadmap special*

**STAY HOME ▶ PROTECT THE NHS ▶ SAVE LIVES**

# Roadmap: key points

From 8th March, people in England will see restrictions start to lift and the Government's four-step roadmap offer a route back to a more normal life.

Our safe exit from lockdown will take place in four steps; and at each step, restrictions will be lifted across the whole of England at the same time.

We will be guided by data, not dates, so that we don't risk a surge in infections, hospitalisations and deaths. For that reason, **all the dates in the roadmap are indicative and subject to change**.

There will be a minimum of five weeks between each step: four weeks for the scientific data to reflect changes and for these to be analysed; followed by one week's advance notice of further easements.

The Government will also continue to support families and businesses throughout the steps set out in the roadmap - details of which will be set out by the Chancellor in the Budget on 3 March.







### Test 1

The vaccine deployment programme continues successfully.



### Test 2

Evidence shows vaccines are sufficiently effective in reducing hospitalisations and deaths in those vaccinated.



### Test 3

Infection rates do not risk a surge in hospitalisations which would put unsustainable pressure on the NHS.



### Test 4

Our assessment of the risks is not fundamentally changed by new Variants of Concern.

# The four tests

Only when the Government is sure that it is safe to move from one step to the next will the final decision be made.

Decisions will be based on four tests.





## STEP 1: 8 March



Schools and colleges are open for all students. Practical Higher Education Courses.



Recreation or exercise outdoors with household or one other person.  
No household mixing indoors.



Wraparound childcare.



Stay at home.



Funerals (30), wakes and weddings (6).

## 29 March



Rule of 6 or two households outdoors.  
No household mixing indoors.



Outdoor sport and leisure facilities.



Organised outdoor sport allowed (children and adults).



Minimise travel.  
No holidays.



Outdoor parent & child groups (up to 15 parents).



## STEP 2

At least five weeks after Step 1, no earlier than 12 April.



Indoor leisure (including gyms) open for use individually or within household groups.



Rule of 6 or two households outdoors.  
No household mixing indoors.



Outdoor attractions, such as zoos, theme parks and drive-in cinemas.



Libraries and community centres.



Personal care premises.



All retail.



Outdoor hospitality.



All children's activities, indoor parent & child groups (up to 15 parents).



Domestic overnight stays (household only).



Self-contained accommodation (household only).



Funerals (30), wakes, weddings, receptions (15).



Minimise travel.  
No international holidays.



Event pilots begin.



### STEP 3

At least five weeks after Step 2, no earlier than 17 May.



Indoor entertainment  
and attractions.



30 person limit outdoors.  
Rule of 6 or two households  
indoors (subject to review).



Domestic overnight  
stays.



Organised indoor  
adult sport.



Most significant  
life events (30).



Remaining  
outdoor entertainment  
(including performances).



Remaining  
accommodation.



Some large events (except for pilots)  
- capacity limits apply.  
Indoor events: 1,000 or 50%.  
Outdoor other events: 4,000 or 50%.  
Outdoor seated events:  
10,000 or 25%.



International travel  
- subject to review.



# Step 4 - after 21st June





By Step 4 the Government expects to be in a position to **remove all legal limits** on social contact.

We hope to reopen remaining premises, including nightclubs, and ease the restrictions on large events and performances that apply in Step 3.

This will be subject to the results of a scientific Events Research Programme to test the outcome of certain pilot events through the spring and summer, where we will trial the use of testing and other techniques to cut the risk of infection. The same Events Research Programme will guide decisions on whether all limits can be removed on weddings and other life events.

## STEP 4

At least five weeks after Step 3, no earlier than 21 June.  
By Step 4, the Government hopes to be able to introduce the following (subject to review):

-   
No legal limits on social contact.
-   
Nightclubs.
-   
Larger events.
-   
No legal limit on all life events.

# As we progress...


As we move through each of these phases in the roadmap, we must all remember that COVID-19 remains a part of our lives. As we progress through the steps, we must:

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- carry on with 'hands, face, space';
- comply with the COVID-Secure measures that remain in place at different stages;
- meet outdoors when we can and keep letting fresh air in;
- get tested when needed;
- get vaccinated when offered.

**If we all continue to play our part, we will be that bit closer to a future that is more familiar.**


### Safe Behaviours




Wash hands frequently, for at least 20 seconds.




Wear a face covering in enclosed environments.




Maintain space with anyone outside your household or bubble.



Meet with others outdoors where possible.




Minimise the number of different people you meet and the duration of meetings, if possible.




Let fresh air in.



Download the NHS Test & Trace app.



Get a test immediately if you have any symptoms.

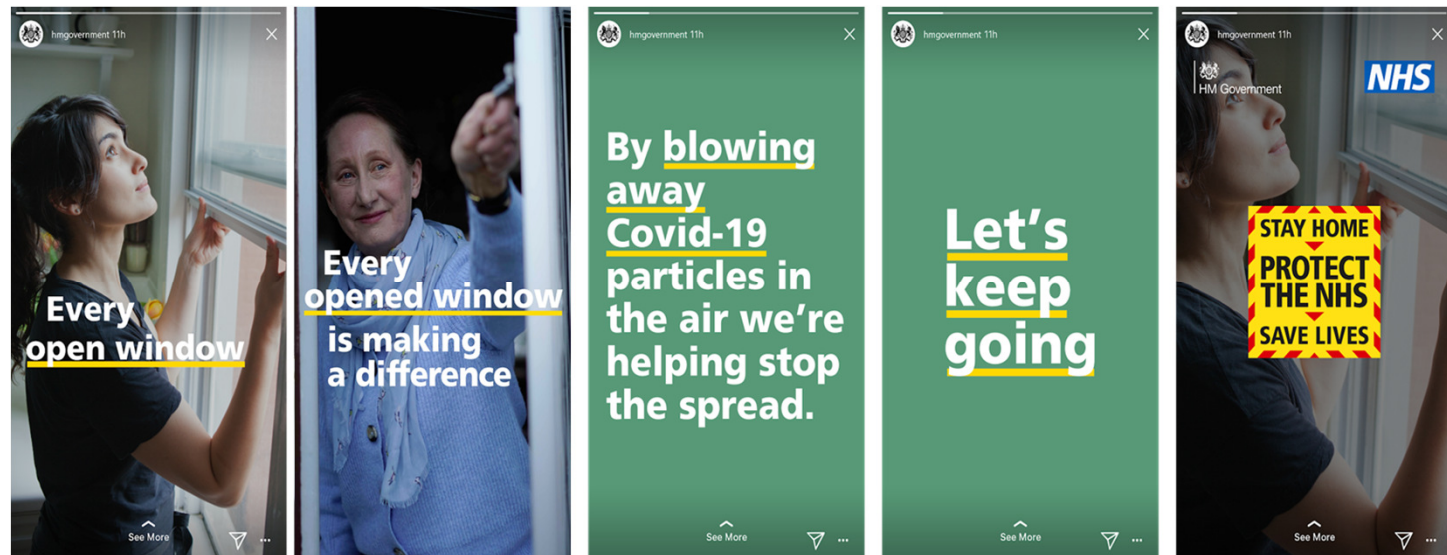


Self isolate if you have symptoms, have tested positive, or had contact with someone with COVID-19.

# Stay at Home campaign

Phase 3 of the campaign to launch from Wednesday.

See <https://coronavirusresources.phe.gov.uk/> for latest assets





HM Government

**NHS**

**Every day at home is making a difference**

Staying in our homes is helping stop the spread of Covid-19.

**Let's keep going**

**STAY HOME  
PROTECT THE NHS  
SAVE LIVES**

HM Government

**NHS**

**Every washed hand is making a difference**

Washing our hands is helping stop the spread of Covid-19.

**Let's keep going**

**STAY HOME  
PROTECT THE NHS  
SAVE LIVES**

Page 98  
HM Government

**NHS**

**Every video call is making a difference**

Staying in our homes is helping stop the spread of Covid-19.

**Let's keep going**

**STAY HOME  
PROTECT THE NHS  
SAVE LIVES**

HM Government

**NHS**

**Every covered face is making a difference**

Covering our mouth and nose is helping stop the spread of Covid-19.

**Let's keep going**

**STAY HOME  
PROTECT THE NHS  
SAVE LIVES**





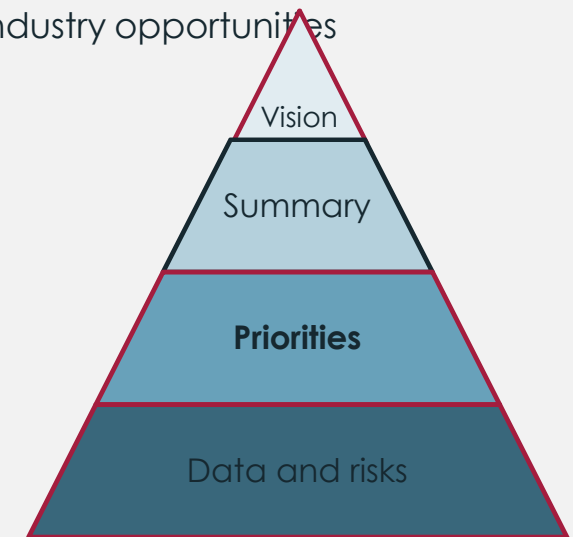
## RECOVERY PLAN - PRIORITIES

Response

Recovery

Renewal

- Maintain **momentum from positive trends** emerging from initial response
  - workforce flexibility (One Council)
  - community and partnership (One Slough)
  - local knowledge and intelligence (whole system)
- Agree priority areas to **tackle demand** backlogs and potential for **self-serve / saying no / role of (all) partners**
- Agree priority areas for **community** recovery and **reopening Slough** including The Curve as the heart of the community
- Agree priority areas for **business** recovery and **reopening Slough** to weather the economic impact
- Support for our **residents** to ensure they have the **skills** to access employment and industry opportunities
- Establish a single view of **debt**
- Agree actions to support the '**health-wealth**' virtuous cycle
- Implement **statutory and regional** recovery plans
- Implement **Our Futures** Operating Model
- Agree **governance and delegated decision-making**
- Map key **dependencies, risks** and mitigation



# RECOVERY PLAN

Response

Recovery

Renewal

## ➤ **Maintain momentum from positive trends emerging from initial response**

### ➤ **workforce flexibility (One Council)**

- All staff able to work remotely – IT check
- Many upskilled in new areas ensuring built in resilience for the future – skills audit
- Flexibility has demonstrated ability to adapt ahead of Our Futures

### ➤ **community and partnership (One Slough)**

- The One Slough collaborative approach has emerged
- Align and embed One Slough Community Response Action Plan
- Closer relationships exist with the LEP, CCG
- Rollout of Localities Model
- Maintain momentum following increase in use of website and digital channel
- *Link in work on the C&V sector commissioning spec*

### ➤ **local knowledge and intelligence (whole system)**

- Maintain oversight and analysis of new datasets – e.g. master list of vulnerability
- Identify data required e.g. current and future demand
- Request local Slough level analysis of regional datasets – e.g. CCG, LEP (e.g. residents furloughing)
- Better population information to allow segmentation, targeting and risk reduction
- Rebaselining data to establish a new position to inform a different conversation and new thinking
- Analysis to assess whether we are seeing repeat instances within the same families or geographical areas

## RECOVERY PLAN

Response

Recovery

Renewal

- **Agree priority areas to tackle demand backlogs and potential for self-serve / saying no / role of (all) partners**
- Quantify casework, face-to-face visits in specific service areas – coordinated delivery across new Operating Model
- Review front facing service issues – housing, adult and children’s social care, admissions and referrals
- Routine, urgent and emergency repairs (RMI / Osborne’s)
- Mental Health and the impact of lockdown on all age groups - children, young people, adults and the wider community
- Specific mental health issues from rough sleepers and street drinkers
- School admissions – number of children who haven’t been placed in schools / Fair access
- Education – catching up with academic performance
- Children’s centres have not been offering the full offer of services which may have caused a backlog in areas of our intervention agenda
- Backlog of fraud investigations (1-1 interviews haven’t been conducted for court cases)

**The pre-Covid ways of working cannot meet the demand and capacity challenge – cannot be solely a ‘demand led’ response**

**“It’s not the same as it was before” : New ways of thinking to meet demand and prioritise backlogs – to future proof the organisation – concept of ‘targeted universal’**

**Our Futures Operating Model principles – inverted triangle, early intervention and prevention, community and partnership working**

## RECOVERY PLAN

Response

Recovery

Renewal

- **Agree priority areas for community recovery and reopening Slough including The Curve as the heart of the community**
  - One Slough and building of capacity within the C&V sector (One Slough Action Plan)
  - Opening of the High Street – task force already convened to open High St safely, social distancing etc.
  - Opening The Curve as the heart of the Slough community
  - Opening Localities buildings and links with community development
- **Agree priority areas for business recovery and reopening Slough to weather the economic impact**
  - Maintain pace of key Regeneration projects (hotels, NW Quadrant and town centre)
  - Partnered with Segro and LEP to understand changing needs of non-retail businesses (e.g. debt, business planning support)
- **Support for our residents to ensure they have the skills to access employment and industry opportunities**
  - Inclusive Growth Strategy –
    - Understand the new emerging landscape for businesses
    - Establishment of Regeneration, Economy and Skills Board
    - Innovation Hub to support small businesses
    - Employment support and reskilling of residents
  - Royal Holloway delivering Higher Education in Slough
  - Slough 2040 vision – event 27 July

## RECOVERY PLAN

Response

Recovery

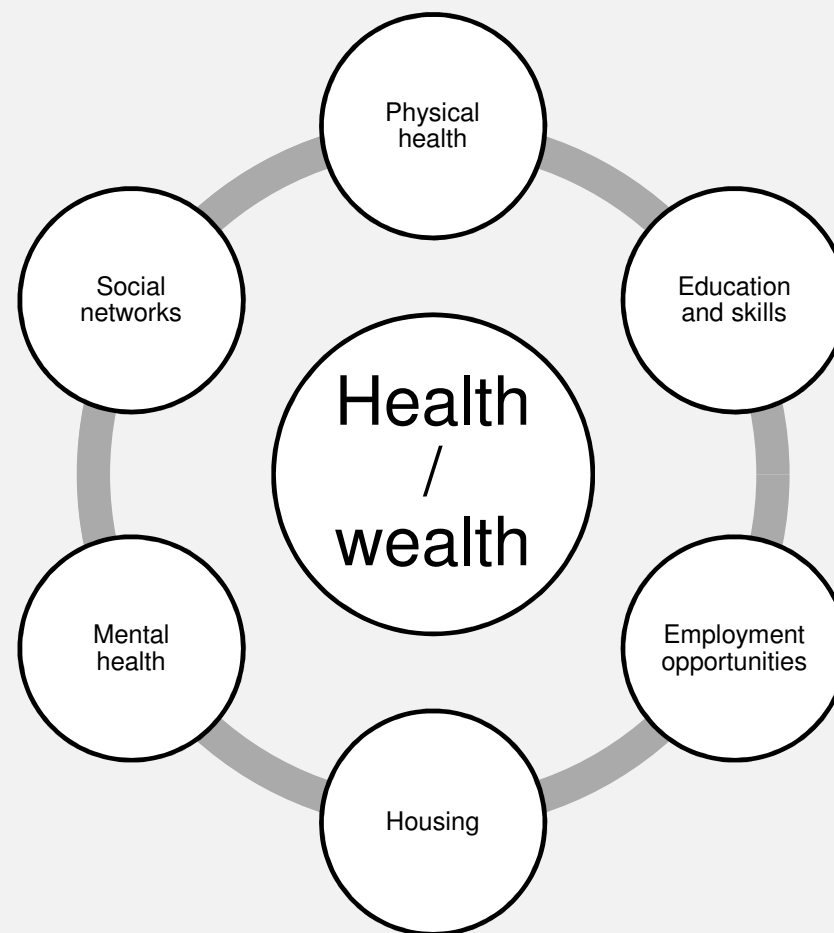
Renewal

### ➤ **Establish a single view of debt**

- Analysis as part of Our Futures Operating Model design
- Debt to the Council has built up - council tax and housing benefit income
- Wider debt to external agencies
- Early intervention and prevention – link across council and with partners

### ➤ **Agree actions to support the 'health-wealth' virtuous cycle**

- Understanding that health leads to wealth – wealth leads to health
- Addressing factors contributing to poverty: housing, education, skills, employment, health
- Health in All Policies (Public Health)
- Public Health Keeping Well Recovery Framework initiative
- Public health action plan to target those most at risk of Covid 19
- Frimley – improving digital capacity of residents



## RECOVERY PLAN

Response

Recovery

Renewal

### ➤ **Implement statutory and regional recovery plans**

- Berkshire Recovery Plan – early July
- Local Outbreak Management Plan – Cabinet 30 June
- Frimley Integrated Care System
- Local Enterprise Partnership
- DfE statutory provision for opening of educational establishments

### ➤ **Implement Our Futures Operating Model**

- Maximise new culture of workforce flexibility
- Support new senior management structure to implement next phase of Our Futures – focussing on new ways of thinking and working – not legacy issues
- Coordinate delivery with partners including development of 2040 vision

### ➤ **Agree governance and delegated decision-making**

- Align Recovery plan with lessons learned for Business Continuity and Emergency Planning
- Spending – determine governance arrangements
- Ensure appropriate approvals for changes to ways of working
- Ensure opportunity for lessons learned to inform levels of delegated leadership vs command and control

### ➤ **Map key dependencies, risks and mitigation**

- Risk Register to be reviewed at Risk & Audit Committee
- Feed into regional Community Impact Assessment (CIA) overseen by Environment Agency as part of Berkshire Recovery work

# Workstreams

Workforce Return

Phased return of staff to work at Council buildings. Opening up of buildings to deliver services to our residents. Workforce flexibility.

Tackle Demand

Tackle demand backlogs and new demands as a result of the pandemic

Community Recovery

Maximise opportunities to maintain collaboration with the voluntary, community and faith sectors

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Business Recovery

Agree priority areas for business recovery and reopening Slough to weather the economic impact

Skills and Employment

Support for our residents to ensure they have the skills to access employment and industry opportunities

Debt

Establish a single view of debt

Health/Wealth Cycle

Agree actions to support the health-wealth virtuous cycle



“Fourth Wave” pressures

- Budget
- Leasing HQ floors 3-5
- Increase in demand for services

- Domestic Abuse
- Mental Health
- Prevention

# Overarching Framework – Inclusive Growth Strategy 20-25

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

Adopted at Cabinet June 2020

6 broad priorities –

- Priority 1 - Creating secure & productive jobs
- Priority 2 - Skills system working for all
- Priority 3 - Regeneration & infrastructure unlocking growth
- Priority 4 - Enterprise & scale-up ecosystem
- Priority 5 - Inclusive & sustainable neighbourhoods
- Priority 6 - Connecting & celebrating Slough



# Skills System working for all – Future Skills Hub

1. **Job search** Supporting recovery – people facing redundancies and unemployment portal - Live now

<https://www.berkshireopportunities.co.uk/>

2. **FutureSkills Hub**, Partnership with WFG Colleges and RHUL – Application now approved and Grant offer letter to be issued subject to final conditions of the LEP

- A central Hub where multitude of providers can collaborate and align to offer services.
- Fit out is aligned with the SIS . Procurement has now concluded, successful contractor to begin works immediately pending final council approval – end Feb.
- Delay has moved Go Live date to Mid May.
- Partners are all supportive of the challenges currently faced and will work on a ‘robust virtual model’



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

## Enterprise and Scale up ecosystem – Slough Innovation Space

The **Slough Innovation Space (SIS)** will significantly grow research and innovation infrastructure and capability in Slough in three ways:

- **Fit out** of a brand new specialist R&D facility that facilitates collaborative research and actively supports Smart Specialisation – Procurement concluded – **start end Feb**
- **Design and operation** of an R&D accelerator programme for R&D researchers to help SMEs commercialise innovative products and services
- **Creation of a new knowledge base** in Thames Valley Berkshire
- **Match funding Partners** – TVB LEP & SBC with Brunel Uni and RHUL as strategic partners
- **Location** Observatory House 5<sup>th</sup> Floor South Side
- **Funding Value** - £3.8m
- **Operator procured by mid April and operational by mid June**



## RENEWAL PLAN

Response

Recovery

Renewal

- Promote a **whole organisation**, and **whole system**, approach that actively discourages silo mentality;
- Acknowledges and builds upon the momentum created with the **voluntary, community, charitable, faith sectors** to reinforce their role as key strategic partners;
- Promote SBC as a **partner of choice** across central government departments;
- Seek to enhance existing partnerships with the **private sector**;
- Accelerate **regeneration and investment** in Slough so that existing projects do not lose momentum and that original delivery timescales are maintained, where this is within the control of the Council and its delivery partner;
- Create a **wealth/health virtuous circle** that can be reinvested in Slough; **that** is the **catalyst for a renewed Slough** that places an emphasis on improved health & wellbeing, promotes inclusive growth, reduces isolation and champions social cohesion

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview & Scrutiny Committee

**DATE:** 18 March 2021

**CONTACT OFFICER:** Tom Overend, Policy Insight Manager  
(For all Enquiries) (01753) 875657

**WARD(S):** All

**PART I**  
**FOR COMMENT & CONSIDERATION**

**PROPOSED SCRUTINY PANEL STRUCTURE**1. **Purpose of Report**

To seek the Committee's formal endorsement of the proposed new panel structure for Overview & Scrutiny at Slough Borough Council.

2. **Recommendation(s)/Proposed Action**

That the Committee recommend to Full Council:

(a) to amend the constitution at Article 6 and Part 4.5 as required to amend the terms of reference of the scrutiny sub-committees

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

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

3b. **Five Year Plan Outcomes**

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

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

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

#### 4. **Other Implications**

##### (a) Financial

These proposals are made under the assumption that overview & scrutiny will receive the same level of support as is currently provided, and therefore will not require additional funding.

##### (b) Risk Management

None.

##### (c) Human Rights Act and Other Legal Implications

Overview and scrutiny committees have statutory powers to scrutinise decisions the executive is planning to take, those it plans to implement, and those that have already been taken/implemented.

The requirement for local authorities in England to establish overview and scrutiny committees is set out in sections 9F to 9FI of the Local Government Act.

Current overview and scrutiny legislation recognises that authorities are democratically-elected bodies who are best-placed to determine which overview and scrutiny arrangements best suit their own individual needs, and so gives them a great degree of flexibility to decide which arrangements to adopt.

The council's current Overview & Scrutiny Procedure Rules (Constitution, Part 4.5), includes provision for co-opted education representatives to sit and vote on education related matters and to be non voting members for other related functions. The current procedure will be reviewed to ensure that the legislative requirements to have co-opted members scrutinising education matters will remain in place, notwithstanding that the scrutiny panel will cover a wider range of areas.

Any changes to Article 6 and Part 4.5 of the constitution will require approval of full council. It is proposed to take a report to annual council to amend the constitution at the same time as appointing members to the committee. Officers will work with the member constitution working group on suggested amendments to the constitution to facilitate the recommended changes.

##### (d) Equalities Impact Assessment

An equality impact assessment has not been completed. The new structure will align better with the new structure of the organisation under the Our Futures programme, which should allow scrutiny the opportunity to examine equalities issues effectively across all areas of the council's operations.

#### 5. **Supporting Information**

The Joint Cabinet Scrutiny Working Group has over the last six months reviewed the balance and remit of the four scrutiny panels. Drawing on the LGA Governance Peer Review, and previous sessions with members, the Group identified a number of challenges which needed to be addressed:

- Out of date terms of reference.
- A significant imbalance in workloads between panels.
- Duplication in the scrutiny of some policy areas.
- The lack of a clear home for other policy areas – such as employment and skills.
- The need to reflect the new organisational structure and the council's current areas of strategic focus.

The new structure proposed by the joint working group retains the Overview & Scrutiny Committee, which would be underpinned by three new panels: People, Customer & Community and Place. Details of the policy areas which fall under the remit of these panels is included in Appendix A.

The proposed structure was discussed with the current members of the Overview & Scrutiny Committee and the three sub panels, at a workshop on 24<sup>th</sup> February.

Although it is not part of the scrutiny structure, the role of Audit & Corporate Governance Committee is relevant to the review of scrutiny as part of the same wider assurance framework which provides check and challenge to the authority. It has also been discussed that to avoid duplication with Overview & Scrutiny and free up space on scrutiny work programmes, the Audit & Corporate Governance Committee could play a greater role in scrutinising the performance of major contracts and commissioning processes.

## 6. **Comments of Other Committees**

This report is yet to be seen by any other Committee.

## 7. **Conclusion**

This report provides an update on the proposed new Overview & Scrutiny panel structure.

## 8. **Appendices Attached**

'A' - Proposed Scrutiny Structure

## 9. **Background Papers**

Overview and scrutiny: statutory guidance for councils and combined authorities. May 2019. <https://www.gov.uk/government/publications/overview-and-scrutiny-statutory-guidance-for-councils-and-combined-authorities/overview-and-scrutiny-statutory-guidance-for-councils-and-combined-authorities>

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Overview & Scrutiny Committee	People Scrutiny Panel		Customer and community Scrutiny Panel	Place Scrutiny Panel
<ul style="list-style-type: none"> <li>• <b>Overarching strategies, including:</b> <ul style="list-style-type: none"> <li>Our Futures</li> <li>2040 Vision</li> <li>Five Year Plan</li> <li>Local Plan</li> <li>Regeneration masterplan</li> <li>Strategic Transport and Infrastructure Plan</li> </ul> </li> <li>• <b>Strategic Finance</b> <ul style="list-style-type: none"> <li>Capital</li> <li>Treasury Management</li> <li>Revenue</li> </ul> </li> <li>• <b>Commercial operations</b></li> <li>• <b>Gold projects</b></li> <li>• <b>Performance</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>School standards and effectiveness</b></li> <li>• <b>School services</b> <ul style="list-style-type: none"> <li>Admissions and appeals</li> </ul> </li> <li>• <b>Inclusion</b> <ul style="list-style-type: none"> <li>SEND</li> <li>Speech and language</li> </ul> </li> <li>• <b>Early Help</b> <ul style="list-style-type: none"> <li>Attendance</li> <li>SENDIASS</li> <li>Targeted Young People Services</li> <li>Family Services</li> </ul> </li> <li>• <b>Early Years &amp; Children’s Centres</b></li> <li>• <b>Music services</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Public Health</b></li> <li>• <b>Mental Health</b></li> <li>• <b>Integration</b></li> <li>• <b>Safeguarding</b></li> <li>• <b>ASC operations</b> <ul style="list-style-type: none"> <li>Recovery, rehabilitation &amp; reablement</li> <li>Occupational therapy</li> <li>Independent living</li> <li>Localities social work</li> <li>Learning disabilities</li> </ul> </li> <li>• <b>People strategy &amp; commissioning</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Customer Services</b></li> <li>• <b>Revenues and benefits</b></li> <li>• <b>Community &amp; Neighbourhoods</b> <ul style="list-style-type: none"> <li>Localities</li> <li>Community development</li> <li>Active communities</li> </ul> </li> <li>• <b>Learning, Skills &amp; Employment</b> <ul style="list-style-type: none"> <li>Libraries</li> <li>Community Learning</li> <li>Building better opportunities</li> </ul> </li> <li>• <b>Accommodation</b> <ul style="list-style-type: none"> <li>Housing allocations &amp; social lettings</li> <li>Housing demand</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Environmental Services</b></li> <li>• <b>Asset management</b></li> <li>• <b>Place Strategy</b> <ul style="list-style-type: none"> <li>Development</li> <li>Planning policy</li> <li>Economic Development</li> </ul> </li> <li>• <b>Infrastructure</b> <ul style="list-style-type: none"> <li>Networks</li> <li>Highways</li> <li>Transport Planning</li> </ul> </li> <li>• <b>Housing Regulation</b></li> <li>• <b>Planning</b></li> <li>• <b>Public Protection</b> <ul style="list-style-type: none"> <li>Food &amp; Safety</li> <li>Trading standards &amp; licensing</li> <li>Community Safety</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Leader, Regeneration and Strategy</li> </ul>	Cabinet portfolios		<ul style="list-style-type: none"> <li>• Governance and customer services</li> <li>• Housing &amp; community safety</li> <li>• Inclusive Growth &amp; Skills</li> </ul>	<ul style="list-style-type: none"> <li>• Planning &amp; regulation</li> <li>• Transport &amp; env. services</li> <li>• Housing &amp; community safety</li> <li>• Incl. growth &amp; Skills</li> </ul>

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 18 March 2021

**CONTACT OFFICER:** Thomas Overend, Policy Insight Manager  
(For all Enquiries) (01753) 875657

**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 2020/21Municipal Year
- B - Cabinet – Notifications of Decisions

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**OVERVIEW AND SCRUTINY COMMITTEE**  
**WORK PROGRAMME 2020/2021**

Meeting Date
8 April 2021
<ul style="list-style-type: none"><li>• Slough Urban Renewal Partnership Business Plan</li><li>• Equalities Update and Gender Pay Gap Reporting</li><li>• Overview &amp; Scrutiny Annual Report 2020/21.</li><li>• For information: Petitions – Annual Summary</li></ul>

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# **NOTIFICATION OF DECISIONS**

## **1 MARCH 2021 TO 31 MAY 2021**

Date of Publication: 12<sup>th</sup> February 2021

## **SLOUGH BOROUGH COUNCIL**

### **NOTIFICATION OF DECISIONS**

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

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

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

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

Page 124 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](mailto: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](mailto: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 - 15th March 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><b><u>Slough Children's Services Trust Transition</u></b></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><b><u>Performance &amp; Projects Report - Quarter 3 2020/21</u></b></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><b><u>Towards a Revised Youth Offer</u></b></p> <p>To receive an update on the work underway to revise Slough's youth offer to provide support and advice to young people in the borough.</p>	C&S	All	All	David Hounsell, Strategic Insight Manager	-	None	√	
<p><b><u>Discretionary Housing Payments Policy</u></b></p> <p>To consider the Council's Discretionary Housing Payment Policy for the forthcoming year, if any substantive changes to the current policy are required.</p>	H&C	All	Housing	Neil Wilcox, Executive Director of Corporate Services (Section 151 Officer) Tel: 01753 875358	-	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

<b><u>Covid-19 Decisions Update</u></b> <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		
<b><u>Contracts in Excess of £180,000 in 2020/21</u></b> <i>If required, to consider any further requests to approve the commencement of tendering for any contracts in excess of £180,000 in 2020/21.</i>	G&C	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	
<u>References from Overview &amp; Scrutiny Committee</u> <i>To consider any recommendations from the Overview &amp; Scrutiny Committee and the Scrutiny Panels.</i>	G&C	All	All	Thomas Overend, Policy Insight Manager	-	None		
<u>Notification of Key Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		

**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 - 12th April 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><b><u>SUR Partnership Business Plan</u></b></p> <p>To approve the Slough Urban Renewal Partnership Business Plan for 2021/22.</p>	R&S	All	All	Stephen Gibson, Executive Director of Place Tel: 01753 875852	-	None		
<p><b><u>CIF Annual Report &amp; 2021/22 Cabinet Allocations</u></b></p> <p>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.</p>	G&C	All	All	Finbar McSweeney, Corporate Complaints Manager Tel: 01753 875244	-	None		
<p><b><u>Equalities Update including Gender Pay Gap Report</u></b></p> <p>To receive the annual equalities report and information on the Council's Gender Pay Gap for 2020/21.</p>	I&S	All	All	Christine Ford, Equality and Diversity Manager Tel: 01753 875069	-	None	√	
<p><b><u>Follow Up to Food Poverty Task &amp; Finish Group Recommendations</u></b></p> <p>Further to the Cabinet decision of 12<sup>th</sup> October 2021, to receive a follow up report on the recommendations of the NCS Scrutiny Panel's Food Poverty Task &amp; Finish Group.</p>	G&C	All	All	Richard West, Executive Director of Customer & Community	-	Rec of O&S - Food Poverty, 12/10/2020 Cabinet	√	

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

<b><u>Contracts in Excess of £180k</u></b>  <i>To approve the commencement of tendering for contracts in excess of £180,000 in 2021/22 and to note any exemptions to competitive tendering.</i>	G&C	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		
<b><u>Covid-19 Decisions Update</u></b>  <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		
<b><u>References from Overview &amp; Scrutiny</u></b>  <i>To consider any recommendations from the Overview &amp; Scrutiny Committee and the Scrutiny Panels.</i>	G&C	All	All	Thomas Overend, Policy Insight Manager	-			
<b><u>Notification of Key Decisions</u></b>  <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		

**Portfolio Key** – 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



**MEMBERS' ATTENDANCE RECORD 2020/21**  
**OVERVIEW AND SCRUTINY COMMITTEE**

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

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

\*Mohammad appointed to the Committee on 09.06.20

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