

Date of despatch: Wednesday, 8 May 2024

To the Members of Slough Borough Council

Dear Councillor,

You are summoned to attend the Annual Meeting of the Council of this Borough which will be held in the Council Chamber - Observatory House, 25 Windsor Road, SL1 2EL on **Thursday, 16th May, 2024 at 7.00 pm**, when the business in the Agenda below is proposed to be transacted.

Yours faithfully



WILL TUCKLEY
Chief Executive

PRAYERS

AGENDA

Apologies for Absence

	<u>PAGE</u>
1. Vote of Thanks to the Retiring Mayor	-
2. Vote of Thanks to the Retiring Deputy Mayor	-
3. To Elect the Mayor for the 2024/25 Municipal Year	-
4. To Elect the Deputy Mayor for the 2024/25 Municipal Year	-
5. Declarations of Interest	-
<i>All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 9 and Appendix B of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i>	
6. To approve as a correct record the Minutes of the Council held on 25th April 2024	1 - 8
7. To receive the Mayor's Communications.	-

Recommendations of Cabinet and Committees

[Notification of Amendments required by 10 a.m. on Wednesday 15th May 2024]

- | | | |
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| 8. | Recommendations of the Corporate Improvement Scrutiny Committee from its meeting held on 23rd April 2024 | 9 - 48 |
|----|----------------------------------------------------------------------------------------------------------|--------|

- 2023/24 Annual Scrutiny Report

Officer Reports

- | | | |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 9. | Changes to the Council Constitution - Code of Conduct for Officers and Code of Corporate Governance as well as Annual Review of Constitution | 49 - 92 |
| 10. | Appointment of Cabinet, Committees, Other Bodies and their Chairs and allocation of Political Group Officer Support | 93 - 96 |
| 11. | Appointments to Outside Bodies 2024/25 | 97 - 106 |

Press and Public

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

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

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

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

MINUTES OF COUNCIL PROCEEDINGS

At a Meeting of the Council for the Borough of Slough held at the Council Chamber - Observatory House, 25 Windsor Road, SL1 2EL on Thursday, 25th April, 2024 at 7.00 pm

Present:- The Worshipful the Mayor (Councillor Abbasi), in the chair; Councillors E. Ahmed, I. Ahmed, Akram, Anderson, Bedi, Carter, Chahal, Dar, Dauti, Dhillon, Escott, Gahir, Gill (until 8.24pm), Hulme, Iftakhar, Instone, Kelly (from 7.33pm), Khawar, Manku, Mann, Matloob, Mohammad, Mohindra, Muvvala, Nazir, O'Kelly, D. Parmar, Rana, W. Sabah, Satti, Shah, Shaik, Smith, Stedmond, Tomar, Wright and Zarait

Apologies for Absence:- Councillors Ajaib, Naveed and J. Sabah

61. Declarations of Interest

None received.

62. To approve as a correct record the Minutes of the Council held on 25th January 2024 and 7th March 2024

Resolved – That the minutes of the meetings held on 25th January 2024 and 7th March 2024 be approved as a correct record.

63. To receive the Mayor's Communications.

Will Tuckley, Interim Chief Executive, was welcomed to the meeting.

The Mayor informed Members that he had had a busy Mayoral year from attending community engagements, visiting schools, opening businesses, meeting the amazing volunteers in Slough and hosting 24 British Citizenship Ceremonies, welcoming approximately 1200 new citizens to Slough.

The Mayor thanked his Iman and Chaplain for their support with prayers at the start of each meeting. Recognition and thanks was also given to all staff involved in facilitating council meetings and the Mayor's Executive Assistant for providing support in the Mayor's office. Councillors from all parties were also thanked for their guidance and support to the Mayor in his first year as a Councillor.

The Mayor placed on record his thanks and best wishes to the outgoing Monitoring Officer, Stephen Taylor, for his guidance and support which had been invaluable to him during his term as Mayor.

64. Questions from Electors under Procedure Rule 9.

Three elector questions had been received. Two electors were present and asked supplementary questions. Written replies would be sent to the electors.

65. Recommendation of the Cabinet from its meetings held on 15th April 2024

It was moved by Councillor Smith,
Seconded by Councillor Chahal,

“That the Council’s current performance and mitigating actions as measured by the key performance indicators within the corporate management information report and scorecard be noted.”

The recommendation was put to the vote and agreed with 36 votes for and 1 abstention.

Resolved - That the Council’s current performance and mitigating actions as measured by the key performance indicators within the corporate management information report and scorecard be noted.

66. Recommendation of the Employment Committee from its meeting held on 16th April 2024

It was moved by Councillor Zarait,
Seconded by Councillor Smith,

- a) “That the appointment of Will Tuckley as interim Head of Paid Service with effect from 15 April 2024 be noted
- b) That the appointment of Christopher Holme as interim Executive Director of Finance and Commercial Services – S151 Officer for the period 26 April 2024 to the 6 May 2024 be noted.
- c) That the appointment of Annabel Scholes as interim Executive Director of Finance and Commercial Services – S151 Officer with effect from 7 May 2024 be noted.
- d) That the updated organisation chart at Appendix A, together with revisions to Article 12 of the Constitution and the Scheme of Delegation at Appendix B be approved.
- e) That the designation of the statutory post of Returning Officer, Acting Returning Officer, Local Returning Officer, and Electoral Registration Officer to the role of Monitoring Officer be approved.
- f) Authorise the Monitoring Officer be authorised to update the Constitution, as necessary.”

The recommendations were put to the vote and agreed with 37 votes for and 1 abstention.

Resolved -

- a) That the appointment of Will Tuckley as interim Head of Paid Service with effect from 15 April 2024 be noted

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- b) That the appointment of Christopher Holme as interim Executive Director of Finance and Commercial Services – S151 Officer for the period 26 April 2024 to the 6 May 2024 be noted.
- c) That the appointment of Annabel Scholes as interim Executive Director of Finance and Commercial Services – S151 Officer with effect from 7 May 2024 be noted.
- d) That the updated organisation chart at Appendix A, together with revisions to Article 12 of the Constitution and the Scheme of Delegation at Appendix B be approved.
- e) That the designation of the statutory post of Returning Officer, Acting Returning Officer, Local Returning Officer, and Electoral Registration Officer to the role of Monitoring Officer be approved.
- f) Authorise the Monitoring Officer be authorised to update the Constitution, as necessary.

67. Review of the Membership of SACRE

It was moved by Councillor Smith,
Seconded by Councillor Chahal,

“That having regard to the views of SACRE, the terms of reference of SACRE not be amended at this time but that SACRE be asked to review the membership of SACRE during the 2024/25 Municipal Year.”

The recommendation was put to the vote and agreed with 37 votes for and 1 abstention.

Resolved - That having regard to the views of SACRE, the terms of reference of SACRE not be amended at this time but that SACRE be asked to review the membership of SACRE during the 2024/25 Municipal Year.

68. Quarterly Update on Urgent Key Decisions

It was moved by Councillor Smith,
Seconded by Councillor Chahal,

“That the use of special urgency provisions used for key decisions as set out in Appendix 1 of the report be noted.”

The recommendation was put to the vote and agreed with 37 votes for and 1 abstention.

Resolved - That the use of special urgency provisions used for key decisions as set out in Appendix 1 of the report be noted.

69. Calendar of Meetings 2024/2025

It was moved by Councillor Smith,
Seconded by Councillor Chahal,

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- a) "That the Annual Calendar of Meetings for the period May 2024 to May 2025, as set out in Appendix A of this report, be approved.
- b) That the Director of Law and Governance (Monitoring Officer) be authorised to make amendments to the Calendar throughout the year, including from those resulting from any constitutional changes that may be agreed, in accordance with the provisions of the Constitution."

The recommendations were put to the vote and agreed with 37 votes for and 1 abstention.

Resolved -

- a) That the Annual Calendar of Meetings for the period May 2024 to May 2025, as set out in Appendix A of this report, be approved.
- b) That the Director of Law and Governance (Monitoring Officer) be authorised to make amendments to the Calendar throughout the year, including from those resulting from any constitutional changes that may be agreed, in accordance with the provisions of the Constitution.

70. To consider Motions submitted under procedure Rule 14.

A) Local Rivers and Waterways

It was moved by Councillor O'Kelly
Seconded by Councillor Smith,

"According to data from the environment agency Slough Waste Water Treatment Works released untreated sewage 32 times in 2023 - lasting a total of 363 hours. 2024 is on track to have the same or worse levels of sewage discharges. In 2020 there were no recorded discharges in Slough.

This motion is designed to help protect our local rivers and waterways by considering and addressing the cumulative impact of sewage discharge.

This Council resolves to:

1. Recognise this Council's wish to protect its residents, rivers and waterways from harm caused by the cumulative effects of excessive sewage discharge.
2. Recognise that deterioration of water quality occurs due to the cumulative impact of multiple sewage discharge events, or "sewage overload".
3. The Local Planning Authority will engage with the Local Water Company as part of the development of the Local Plan to ensure they are made aware of the potential scale of development they will need to mitigate for in the future.
4. Request the Chair of the Corporate Improvement Scrutiny Committee to invite a senior representative of Thames Water, the Environment Agency,

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and volunteer waterways representatives to attend a meeting to explore the current state of sewage discharge and its impact on the environment.”

The motion was put to the vote and agreed with 37 votes for and 1 abstention.

Resolved -

According to data from the environment agency Slough Waste Water Treatment Works released untreated sewage 32 times in 2023 - lasting a total of 363 hours. 2024 is on track to have the same or worse levels of sewage discharges. In 2020 there were no recorded discharges in Slough.

This motion is designed to help protect our local rivers and waterways by considering and addressing the cumulative impact of sewage discharge.

This Council resolves to:

1. Recognise this Council’s wish to protect its residents, rivers and waterways from harm caused by the cumulative effects of excessive sewage discharge.
2. Recognise that deterioration of water quality occurs due to the cumulative impact of multiple sewage discharge events, or "sewage overload".
3. The Local Planning Authority will engage with the Local Water Company as part of the development of the Local Plan to ensure they are made aware of the potential scale of development they will need to mitigate for in the future.
4. Request the Chair of the Corporate Improvement Scrutiny Committee to invite a senior representative of Thames Water, the Environment Agency, and volunteer waterways representatives to attend a meeting to explore the current state of sewage discharge and its impact on the environment.

B) Arms Sales and Councils Ethical Investment Policy

It was moved by Councillor Mann,
Seconded by Councillor Hulme,

“The Council notes;

- a) The ongoing devastation and humanitarian crisis resulting from the ongoing war in Gaza;
- b) The ruling of the International Court of Justice (ICJ) on 26 January 2024, which found that it is ‘plausible’ that Israel’s ongoing attacks in Gaza are in breach of the Genocide Convention;
- c) The appalling attack on a registered aid convoy, operated by World Central Kitchen, which caused the death of seven aid workers, including three British civilians;
- d) That whilst other governments have banned the sale of weaponry to Israel, the Conservative Government continues to permit such exports and has repeatedly failed to stop selling arms to rule breaking regimes;

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- e) UK law provides for the suspension and halting of arms sales where there is a risk of breaking international law over a plausible risk of genocide;
- f) That over half a billion pounds of council pension funds across the country have been invested in companies involved in the arms trade.

As such, the Council resolves to;

- a) Instruct the Leader of the Council to write to the Foreign Secretary making it clear that the will of Slough's residents is behind an immediate ceasefire;
- b) Lobby the foreign secretary demanding full transparency in respect to the legal advice received over the legality of ongoing arms exports to Israel;
- c) Should the legal advice show that the UK is risking its international obligations by continuing to export weaponry to Israel, to immediately halt doing so;
- d) Call on the Conservative Government to support the ICJ's provisional findings;
- e) Continue calling for an immediate return of all hostages;
- f) Take steps to ensure that none of Slough's pension investments are made in UK defence manufacturers, by reviewing and adopting a new responsible investment policy that meets a high ethical framework and dis-invests in any company that derives more than 20% of their revenue from weaponry."

The motion was put to the vote and agreed unanimously.

Resolved -

The Council notes;

- a) The ongoing devastation and humanitarian crisis resulting from the ongoing war in Gaza;
- b) The ruling of the International Court of Justice (ICJ) on 26 January 2024, which found that it is 'plausible' that Israel's ongoing attacks in Gaza are in breach of the Genocide Convention;
- c) The appalling attack on a registered aid convoy, operated by World Central Kitchen, which caused the death of seven aid workers, including three British civilians;
- d) That whilst other governments have banned the sale of weaponry to Israel, the Conservative Government continues to permit such exports and has repeatedly failed to stop selling arms to rule breaking regimes;
- e) UK law provides for the suspension and halting of arms sales where there is a risk of breaking international law over a plausible risk of genocide;
- f) That over half a billion pounds of council pension funds across the country have been invested in companies involved in the arms trade.

As such, the Council resolves to;

- a) Instruct the Leader of the Council to write to the Foreign Secretary making it clear that the will of Slough's residents is behind an immediate ceasefire;

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- b) Lobby the foreign secretary demanding full transparency in respect to the legal advice received over the legality of ongoing arms exports to Israel;
- c) Should the legal advice show that the UK is risking its international obligations by continuing to export weaponry to Israel, to immediately halt doing so;
- d) Call on the Conservative Government to support the ICJ's provisional findings;
- e) Continue calling for an immediate return of all hostages;
- f) Take steps to ensure that none of Slough's pension investments are made in UK defence manufacturers, by reviewing and adopting a new responsible investment policy that meets a high ethical framework and dis-invests in any company that derives more than 20% of their revenue from weaponry.

71. To note Questions from Members under Procedure Rule 10.

Member questions received and replies to them, as published in the supplementary agenda, were noted.

Chair

(Note: The Meeting opened at 7.00 pm and closed at 8.48 pm)

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Slough Borough Council

Report To:	Council
Date:	16 May 2024
Subject:	Recommendation of the Corporate Improvement Scrutiny Committee from its meeting held on 23 rd April 2024: Scrutiny Annual Report 2023/24, including Scrutiny Progress Report by Centre for Governance and Scrutiny (CfGS)
Chief Officer:	Monitoring Officer
Contact Officers:	Alexander Polak, Head of Governance and Scrutiny and Statutory Scrutiny Officer Michael Edley, Scrutiny and Governance Officer
Ward(s):	All
Exempt:	NO
Appendices:	A - Draft Scrutiny Annual Report 2022/23 B - Slough Borough Council Scrutiny Progress Report March 2024 - Centre for Governance and Scrutiny (CfGS)

1. Summary and Recommendations

- 1.1 The purpose of this report is to put before Council the Annual Scrutiny Report 2023/24 (appended). A progress report by the Centre for Governance and Scrutiny (CfGS) is also appended, and their recommendations have been incorporated into the scrutiny action plan.

Recommendations:

- a. That the Scrutiny Annual Report 2023/24 be noted and the progress made by the Corporate Improvement Scrutiny Committee be commended; and
- b. That the Corporate Improvement Scrutiny Committee's response to the CfGS Recommendations (on pp.19-20 of Appendix A) be endorsed.

Reason:

It is a requirement of the constitution that a Scrutiny Annual Report be presented to Council, and an external review has recently been conducted so that this can be well-informed. The Annual Report is important evidence for Members, the public and Commissioners of the work of the Overview and Scrutiny function during 2022/23. It is critical that councillors understand the function and value that scrutiny is intended to have during the council's current financial and governance crisis, and that all members take an active role in its continued improvement.

Commissioner Review

Commissioners recognise that improvements are being made in the way that the committee contributes to the effective governance of the Council. The Council knows that much remains to be done but members are to be congratulated on the progress achieved to date.

2. Report

- 2.1 Overview and Scrutiny is an important part of the Council's governance arrangements. It is a requirement of the constitution that an annual report about scrutiny's business be presented to Council. The Annual Report 2023/24 is appended to this covering report. It is self-contained and self-explanatory.
- 2.2 As covered in more detail on pages 16 and 21 of the appended Annual Report 2023/24, Commissioners appointed by the Secretary of State are currently monitoring, as part of a suite of Directions made to the council, the Council's progress on achieving "improvements in relation to the proper functioning of the scrutiny function". The Annual Report is important evidence for Members, the public and Commissioners of the work of the Overview and Scrutiny function during 2023/24, and how the council intends to sustain its improvement trajectory.
- 2.3 In January 2022 The Centre for Governance and Scrutiny (CfGS), a national authority on good governance and scrutiny, conducted a review of Slough Borough Council's overview and scrutiny arrangements. Their [final report](#) was presented to the council's Overview and Scrutiny Committee in [November 2022](#). [Their report](#), and [the council's covering report](#) which accompanied it, together provide important context for today's item including criticism of SBC's scrutiny function by various governance reviews going further back in time.
- 2.4 CfGS' recommendations and the accompanying '[scrutiny improvement action plan](#)' (produced by the current Statutory Scrutiny Officer) were endorsed by the Overview and Scrutiny Committee on 17 November 2022 and by [Full Council on 22 November 2022](#).
- 2.5 Accordingly, and following further cross-party design work, a new scrutiny committee structure and terms of reference for a Corporate Improvement Scrutiny Committee were agreed at the May 2023 Annual Meeting of the council. This was the first AGM following an all-out election and change of administration.
- 2.6 Success of the Scrutiny Improvement Action Plan as presented in November 2022 was to be assessed and verified by two main methods: a new annual survey of councillors, and a follow-up review by the Centre for Governance and Scrutiny (CfGS).
- 2.7 Therefore:
 - Appendix A (SBC's scrutiny annual report) includes comparative results of the two member surveys carried out at either end of 2023 (ie before and after the election, change of administration, and implementation of new scrutiny structure).

- Appendix B is a report of a follow-up review conducted by CfGS in January 2024.

2.8 The Annual Report sets out a number of other sources in addition to these, including feedback from committee members, officers and commissioners.

2.9 Based on all of the above sources, Appendix A then sets out next steps for the continued and sustained improvement of the council's overview and scrutiny function.

3. Implications of the Recommendations

3.1 Financial implications

3.1.1 None

3.2 Legal implications

3.2.1 The Council has a duty to provide Best Value and the government has published [draft Best Value guidance](#) against which the council expects to be measured. This mentions the effectiveness of scrutiny arrangements. The Council must also be mindful of the [Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities](#) published by what was then the Ministry of Housing, Communities and Local Government in May 2019, and the legislation on which this stands, when considering the design and effectiveness of its scrutiny function.

3.3 Risk management implications

3.3.1 The risk of either not endorsing an annual report or of endorsing a substandard or incorrect annual report is primarily of reputational damage to the council. Furthermore the risk to the council of having a substandard scrutiny function is substantial even without it being the subject of one of the [specific improvement directions made by the Secretary of State in December 2021](#).

3.4 Environmental implications

3.4.1 None

3.5 Equality implications

3.5.1 None

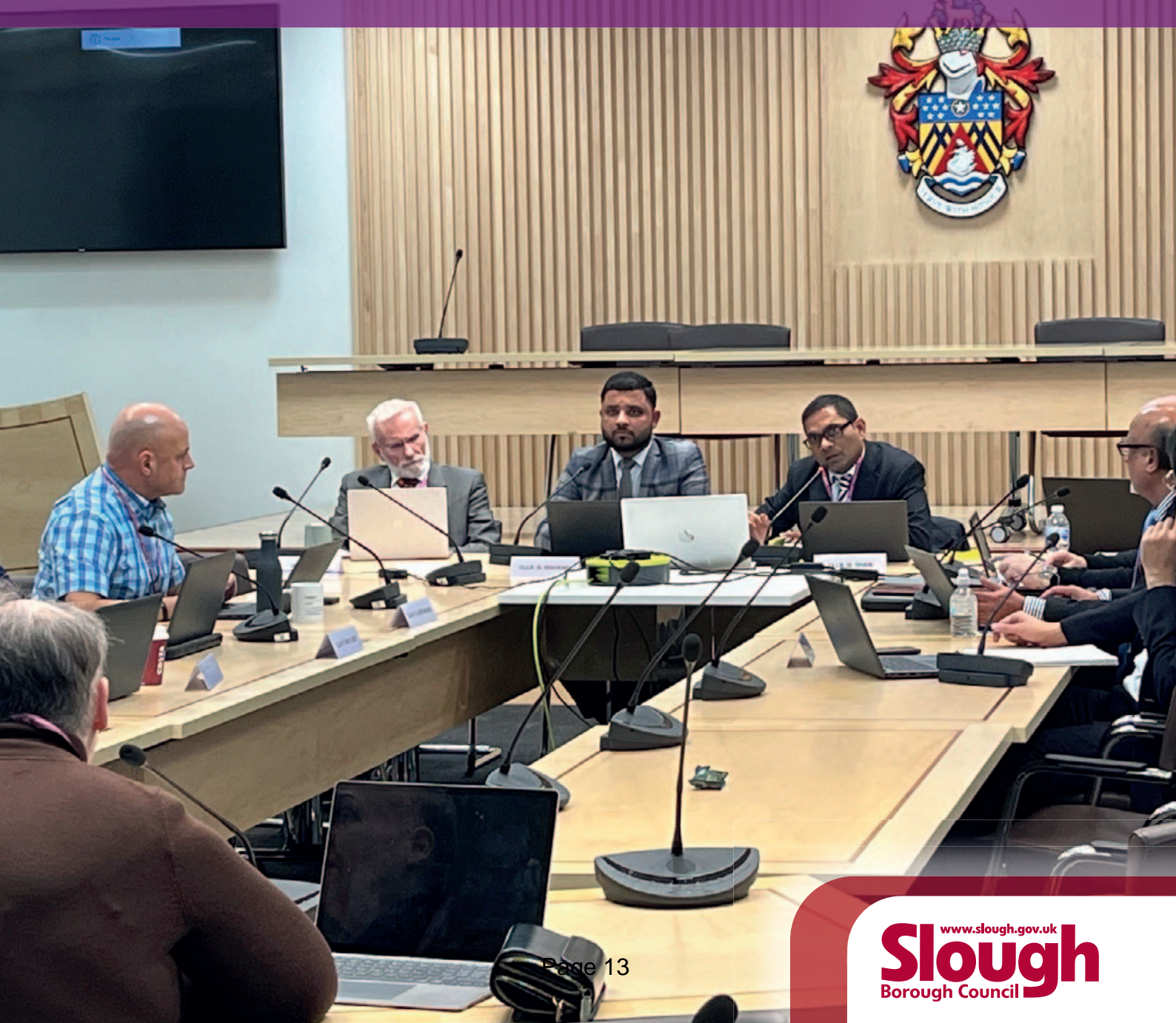
4. Background Papers

None

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Corporate Improvement Scrutiny Committee

Annual Report 2023/24



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Committee Members



Cllr Shaik
Chair
Dec-April 2024



Cllr Escott



Cllr Hulme



Cllr Iftakhar



Cllr Khawar
Vice-Chair



Cllr Mann



Cllr Manku
**Chair and
committee member**
June-Nov 2023



Cllr Matloob



Cllr Mohindra



Cllr O'Kelly



Cllr Stedmond

Chair's Introduction

Since becoming the Chair of the Corporate Improvement Scrutiny Committee in December 2023, I have seen the committee continue the improvement started by my predecessor, Cllr Manku. Our public meetings are more focused and business like, thanks to a new approach we have taken in our pre-meeting workshops. The topics explored by the committee are also more targeted and beginning to add value to the organisation and the services it delivers. I am particularly pleased that the committee has been more effective in calling the leadership of the council to account, especially in relation to the draft budget for 2024-25 and with regard to the Commissioners' 4th Best Value Report. The quality of the work of our task groups also has seen considerable improvement, not least because of the way we scope the terms of reference, focusing on delivering measurable outcomes.

This is not to say that there is not more to do! Far from it, and I am pleased to see that a draft improvement plan for 2024-25 is contained within this report.

I Hope that by 2026, the Borough's residents, communities of place, of interest and by association, and the councils' Members, Cabinet and senior management recognise and value CISC as an independent, objective but critical friend. The Committee will have continued to play an active role in scrutiny of the transformation of the council as it responds to the Commissioners' Directions it will have begun to focus on responding to residents' more immediate concerns, identifying improvements to public services and policies that have been embraced by the council (and other public services in Slough) whenever possible.

Mabu Shaik



Cllr Shaik
Chair
Dec-April 2024

Context: The need to improve scrutiny in SBC

In October 2021 an external assurance review of Slough Borough Council was published. This included a governance review by Jim Taylor for the Secretary of State, dated September 2021. This called the scrutiny function 'under-resourced', with reports too complex and hard to interpret. Slough Children First felt there was a lack of focus on them, and councillors reported an erosion of trust, considering 'what has happened'. There was no scrutiny forward plan.

In December 2021 the Secretary of State for Levelling Up, Housing and Communities ("the Secretary of State") made Directions to Slough Borough Council under the Local Government Act 1999 which included the following in section 3 of Annexe A:

"In the first three months prepare and agree an Improvement Plan to the satisfaction of the Commissioners (which may include or draw upon improvement or action plans prepared before the date of these Directions), with resource allocated accordingly, and as a minimum, the following components:

...An action plan to achieve improvements in relation to the proper functioning of the scrutiny function..."

At the time of the Jim Taylor report, Slough Borough Council also commissioned the Centre for Governance and Scrutiny (CfGS) to do a review of its scrutiny function. This review was carried out after Commissioners had then been appointed. The CfGS report was eventually published in November 2022. It included a number of recommendations (set out later in this report) which were considered advisable for the further improvement of SBC's scrutiny function. The recommendations were not binding, but they were evidenced, authoritative and public.

In response to the Secretary of State's Directions, and informed by the CfGS review, a Scrutiny Improvement Action Plan and Democratic Governance Improvement Action Plan were created, and this work has continued all year, monitored by Commissioners via the Improvement and Recovery Board. The Scrutiny Action Plan was endorsed by Full Council before the election, and a change to the structure of O&S was agreed at the first Full Council meeting following the May 2023 election.

Delivery: New Corporate Improvement Scrutiny Committee

In May 2023 the Council approved the establishment of a single Scrutiny Committee - 'laser focused' on Corporate Improvement - to be known as the Corporate Improvement Scrutiny Committee (CISC). This went along with newly designed Overview and Scrutiny Procedure Rules.

CISC Terms of Reference (extract)

- Monitoring and driving Improvement against any Directions by the Secretary of State and other external or internal inspections/reviews/performance information;
- Monitoring and driving progress of major corporate improvement initiatives eg transformation programmes, major programmes of savings delivery, culture change, governance improvement;
- Scrutinising and inputting into the council's budget-setting cycle and monitoring the council's financial recovery progress;
- Scrutinising proposals for, and delivery of, major savings initiatives, including their impact on partners and residents; and
- Commissioning Task and Finish Groups to investigate specific discrete questions or issues.

Cllr Manku became Chair of CISC at the May 2023 annual meeting of full Council, and Cllr Shaik became Vice-Chair (later, Chair). Both embraced their roles with intent and enthusiasm, while being amongst the 70% of the committee who were new councillors at that time, without scrutiny experience.

As well as adjusting the induction program to meet this challenge, steps were taken to encourage a culture of mutual support and openness about the committee's learning curve, so that potential lessons could be openly highlighted and discussed during private and public committee sessions.

Steps included holding in-person pre-meetings with informal seating, food and workshop-style exercises to encourage team-building. Most councillors have worked well together, after an initial period of tension largely eased.

Recruitment of a long-sought-after Scrutiny and Governance Officer just after the committee formed also added some much-needed capacity, although the committee still remains dependent on temporary additional officer capacity.



Delivery: Scrutiny training and briefings 2023/24

Training and development for all councillors has been recognised as key to the council's improvement and recovery for some time, and the programme of learning for scrutiny needed to be especially robust, since 22 of the 42 councillors (including a majority of the scrutiny committee and its Chairs) were new to the role. To achieve this, a member development strategy and plan which has been in place since 2022, agreed by Standards Committee, was adapted and upgraded. This included a full scrutiny induction for CISC members, cabinet and officers, funded by the Local Government Association and delivered by the CfGS

and the Statutory Scrutiny Officer. Full details of the CfGS proposal can be found at Appendix B to an [April 2023 Standards Committee report](#).

Furthermore, both the new scrutiny chairs have benefited from engaging well with excellent peer mentors provided by the LGA.

Below is an indicative selection of the training opportunities and briefings which have been made available to Scrutiny members this year.

See [Report to Standards Committee on 19 March](#) for full details.

Chairing Skills for scrutiny - delivered 1:1	SBC	May 2023, January & March 2024
Planning an Effective Scrutiny Work Programme	CfGS	04 July
Budget/Finance scrutiny (joint cabinet/scrutiny)	CfGS	06 September 2023
Cabinet Scrutiny Training	CfGS	07 September 2023
Financial and Budget Scrutiny	CfGS	19 September 2023
Community Power	ADSO	07 December 2023
Budget Briefing I	SBC	13 December 2023
Budget Briefing II	SBC	10 January 2024
Chairing Scrutiny	LGA weekend	January 2024
Data and Managing Performance	LGA	01 February 2024
Data and Scrutiny	SBC	07 February 2024
Special Educational Needs and Disabilities	SBC	20 February 2024
Community Asset Briefing	SBC	22 February 2024
PCC and Chief Constable annual report	TVP	27 February 2024

Delivery: 2023/24 Scrutiny items

The main items for each committee meeting this year are listed with links to the relevant agendas or papers.

This excludes:

- Launching and reporting of task and finish groups (reported on slide 9)
- Development or briefing sessions held in private, occasionally using committee time
- Work programming workshops and items to review/decide the work programme (these were large items early in the year)
- Recommendations and actions tracking.



2023	
June	<ul style="list-style-type: none"> • Improvement and Recovery update
July	<ul style="list-style-type: none"> • Asset Disposal Programme
September	<ul style="list-style-type: none"> • Improvement and Recovery update • Budget Monitoring Report
October	<ul style="list-style-type: none"> • ICT and Digital Update • PSED and SBC public sector equality duties • Update on Procurement and Contract Management
November	<ul style="list-style-type: none"> • Budget Setting and financial update: Verbal Update
2024	
January	<ul style="list-style-type: none"> • Improvement and Recovery update • Human Resources Improvement Programme • Update on task and finish report: Review of Workforce Strategy Business Case for Slough Children First (SCF) • General Fund Revenue Budget Proposals 2024/25 and Medium Term Financial Strategy 2024/25 to 2027/28
February	<ul style="list-style-type: none"> • SEND Statutory Services Update
March	<ul style="list-style-type: none"> • Community Assets Policy Development • Extraordinary meeting: The Commissioners' 4th Best Value Report and Minister's response
April	<ul style="list-style-type: none"> • Annual report • Safer Slough Partnership

Delivery: Task and Finish Groups

Three Task and Finish (T&F) groups were commissioned this year. T&F work, while often quite resource-intensive, tends to produce more concrete and better informed recommendations, while being more rewarding for the Members involved. It is primarily used for pre-decision scrutiny (policy development) rather than post-decision ('holding to account') scrutiny.

Each T&F has been launched and run at a scale which was mindful of councillors' learning curve and the availability of resources. Lessons learned from each one have fed into the subsequent ones.

For example, the second and third are each more focused and ambitious in turn than their predecessors. The second T&F involved some member-led research into residents' perceptions of council consultations, and some simple co-design of a comms product. The third is expected to involve a face-to-face workshop or workshops with faith and community groups, in a 'scrutiny-in-a-day' style. The mechanism for reporting recommendations to council has also improved as the year progressed, to allow better tracking and accountability.

	Started	Completed
Task Group 1: ASC preparedness for CQC assessment of Adult Services	Sept 2023	November 28 2023
Task Group 2: Resident Engagement and Building Trust	Dec 2023	April 23 2024
Task Group 3: SCF Engagement with Children, Families and Faith	March 2024	Due July 2024



Delivery: Scrutiny improvement actions

Last year's Scrutiny Annual Report highlighted the following areas of the Scrutiny Improvement Action Plan:

Key area for improvement in 2022/23	Progress update
<p>Agree new scrutiny structure and ways of working in May 2023, to optimise the function for the council's unique situation. This includes:</p> <ul style="list-style-type: none"> • a reframing of the main committee's focus • a move to more T&F work • Continuing and improving the council's whole-year focus on financial management in scrutiny 	<p>New structure agreed with a clear focus (see above). Pre-decision scrutiny now conducted primarily via Task & Finish groups - almost all committee members have now signed up to join at least one T&F. Members made their appetite and frustration clear with regard to budget scrutiny and their difficulty accessing early information, and this is reflected in the 2024 CfGS review, however they used their time well to gain knowledge via briefings and have a clear plan for their role in budget setting and savings delivery during 2024/5.</p>
<p>Deliver enhanced training and induction for new members in 2023 including training for Chairs.</p>	<p>Delivered, as above - and refreshers to be run soon as per the outline member development plan for 2024/5 agreed by Standards Committee in March 2024.</p>
<p>Deliver enhanced training for officers working with scrutiny.</p>	<p>Scrutiny training delivered to CLT and wider leadership via the 'Governance Leadership Learning' sessions, plus the scrutiny Chair has visited CLT personally.</p>
<p>Continue to develop a cohesive work programme for scrutiny, tightly focused on scrutiny of the council's plans for financial and organisational recovery.</p>	<p>The need for a 'laser focus' on the council's improvement and recovery has been a constant theme in work programming discussions all year, but some members tend to look for chances to set up extra scrutiny committees, to look at topics deemed less 'corporate'. The committee's first draft work programme was rejected by commissioners, so members redesigned it with a stronger focus on specific improvement directions.</p>

Key area for improvement in 2022/23	Progress update
<p>Improve the effectiveness of pre-meetings.</p>	<p>There has been steady progress in the use of pre-meetings, particularly in the latter part of the year. Members have learned strategies for developing key lines of enquiry which are collaborative and conversational, with more experienced members generously reaching across the floor to help inform newer members, and genuine good humour from most attendees. There is some evidence of this translating into more effective meetings, such as the compliments given by Commissioners at the March extraordinary meeting to hold leadership to account in light of the Commissioners' 4th letter and minister's response.</p>
<p>Restore dedicated, permanent officer support for the scrutiny function.</p>	<p>The Scrutiny and Governance Officer position was finally filled in the summer after several failed rounds of recruitment. While the Democratic Services Manager post was also filled, the post-holder left before they could take on the role of Statutory Scrutiny Officer. That post has recently been re-advertised without success, Further attempts are in train and meanwhile some temporary resource is available.</p>
<p>Empower scrutiny members to self-evaluate their performance in committee and plan steps towards further improvement.</p>	<p>See below for the output from members' end-of-year review workshop. Assisted by their LGA mentors, both scrutiny chairs have been self-reflective and open to feedback from officers and other members, and there is evidence of various changes to committee practice as a result, including allowing multiple follow-ups per councillor, and strong public statements about the committee's intention to behave apolitically.</p>

Assessing improvement: CfGS 'progress review'

The Centre for Governance and Scrutiny were invited back to conduct a rapid review of progress made on SBC's scrutiny arrangements since CfGS's last set of recommendations were implemented over the past 18 months.

Their report aims to show how scrutiny is developing, where it is progressing effectively and adding value and equally to highlight areas that need further support or consideration by the council if progress is to be sustained.

Their full report is at appendix B, and it includes a series of recommendations for the future which are reproduced in section 5, below.

The report also gives useful feedback to assist the council in measuring scrutiny's improvement progress.

Summary (P.2 of Appendix B)

"Scrutiny is steadily improving after a fairly slow start. There are a number of contributing factors to this.

- New, and inexperienced councillors
- A period of uncertainty after the election
- Learning needs of the committee
- Effectiveness of corporate level support

However, this has been offset by some important positives.

- Good commitment from most of the committee members
- Stable and generally positive committee operating culture
- Excellent cross-party working
- New Chair has key skills and capacity to effectively lead and chair scrutiny - he appears to act apolitically and is improvement-focused
- Excellent support by Scrutiny and Governance officers

Our rapid review therefore concludes that scrutiny has many of the essential characteristics for it to continue to develop and improve. But this can only happen if scrutiny operates in a core, not peripheral space and that there is whole-council support to make it work in the medium and long term.

Conclusion (P.7 of Appendix B)

Slough need good effective scrutiny and there is lots of effort to try to make that happen. Despite its challenges, set-back, gaps in corporate support and size of its task, the CISC has worked hard to get to a reasonable position in a short period of time. It is not currently working at the level required, and it will need to be a more integral part of the council, supported and let-in to function better. It has weaknesses in its capacity and member engagement and there will be a limit to how much training and development can change this. However, many of the characteristics of good scrutiny are already present in terms of structure, process and culture and there are clearly some very experienced Members on the committee, although currently limited. The building blocks for improvement are in place and are beginning to become embedded. However, to have greater impact, it needs more time (months) and support to deliver much more.

Assessing improvement: Survey data

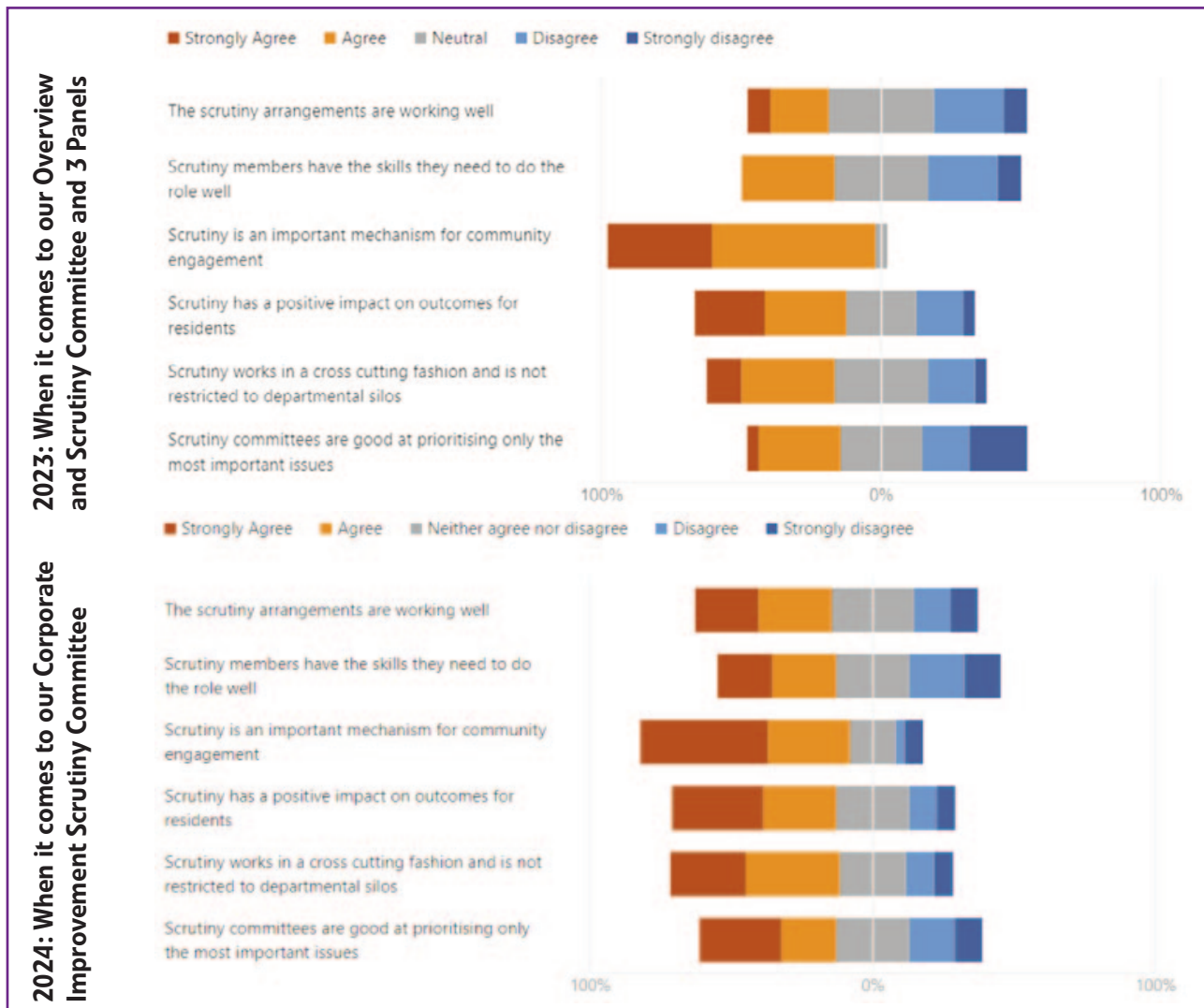
All Members were surveyed in December 2023 and results were reported in 2024. The survey was extensive covering a range of topics such as culture, member support and member wellbeing, as well as concerning Democratic Governance and Scrutiny in particular. Thirty-one members responded to the '2024' survey, out of 42 councillors (74%). In 2023 there were 24 (57%).

The full results were reported to the Standards Committee on 19 March 2024. The following results relate specifically to Scrutiny.

Overall a moderately higher proportion of members now agree or strongly agree with positive statements about scrutiny, compared with the previous survey. However, there is still polarisation.

People tend to be more positive or optimistic about their own work than others'. Note that in 2023, over half of all councillors were on one or more scrutiny committees (24 out of 42). Whereas by the time of the second survey, only ten councillors were directly involved on a scrutiny committee.

In light of this, the improvements in the perception data are particularly good.



Assessing improvement: Survey responses

The 2024 councillor survey included space for councillors to provide any additional comments about the council's scrutiny function.

This feedback has informed the action plan elsewhere in this annual report.

As reported to Standards Committee in March, the survey response data is being used in a number of settings across the council in order to learn about potential issues and to plan improvements. For example, the data is reviewed by the wider officer leadership and by individual Directorate Leadership Teams.

Furthermore the Democratic Services 'Service Plan' for 2024/25 is strongly informed by the survey data.



"Officers should support the scrutiny with any information the scrutiny team needs."

"Scrutiny Committee need to be more proactive."

"The amount of collaboration required is huge, the officers are doing great job."

"Scrutiny needs more support and training in different aspects of this function. More public engagement."

"Every six month scrutiny committee member need to refresh training."

"The committees are set up politically instead of by skills. Upskilling low skilled politicians who think they know everything already is hard work."

"The officers made sure enablement of the councillors to conduct a proper scrutiny."

"Officers need to engage with transparency and have effective communication."

"I don't think there is enough engagement with the local community, or focus on residents getting value for money. Scrutiny definitely has the potential to challenge silo working and require more collaborative effort. I think most/too much of its prioritising is done for it by officers (maybe for the reason that resources are still very limited)."

"Scrutiny should do more."

"The Scrutiny function is working well, big targets to meet."

Assessing improvement: Commissioners' comments

Slough Borough Council's government-appointed commissioners were invited to an Extraordinary meeting of CISC on 13 March, along with the whole cabinet and corporate leadership team, as scrutiny aimed to hold the council's leadership to account on the pivotally important contents of the commissioners' fourth letter to the Secretary of State.

The minutes and webcast are available online. During the meeting Lead Commissioner Gavin Jones gave a summary of serious issues still facing the council as well as some limited areas of success, and later the assistant commissioners offered direct feedback to the scrutiny committee.

On governance and scrutiny, some selected positive quotes from commissioners follow. More quotes about next steps, including further challenges scrutiny must address to become more effective, can be found in section 5 below.

- "Governance has been an area that has really improved quickly".
- "There has been a commitment to member development".
- "Scrutiny needs to engage to see when is the right time to engage and ask questions and hold to account. You've modelled this well as a committee tonight, you're doing that very well. Scrutiny must stay involved in the business of the council - what's been modelled here today is a very good example of how scrutiny can contribute."



Assessing improvement: Councillors' annual review

A simple workshop was held in the 12 March CISC pre-meeting, followed up by an email to those councillors who could not attend, for the following purposes:

1. Reviewing the past year to inform the Scrutiny Annual Report
2. Collecting further qualitative information alongside the Member Survey, to inform the improvement of the Scrutiny function

It was **not** a work programming session - this is scheduled for May.

Summary of representative positive feedback: What went well/improved in 2023/24?

- Adult Social Care T&F review - Learned from this - it was good that it was very timely and in response to something that should help the council's preparedness for the CQC inspection.
- In latter 'scrutinies' as a committee we have tried to be non-partisan which has been to the committee's credit and that is starting to embed fairly well, that's a good thing.
- The Chair is doing a good job - I might have my niggles here and there but if I do have a concern I do feel I can raise it with you, you are inclusive in your approach and you take the role seriously and that's to be commended.
- Teamwork has been good this year. So far it worked well and hopefully this should continue.
- There is a bit of disparity in the amount of knowledge and experience between councillors, but the way this has been handled has been good - the returning councillors have been generous in sharing with colleagues and helping to upskill everyone.

- We did as good a job as we could do on the budget process, changes were made to the final budget, some of which were things we raised at scrutiny eg some of the fees and charges, use of budget smoothing reserve (and some of the savings).
- [On the budget] we asked relevant questions and they were very probing. I thought they were impressed that we were able to ask such good questions by that point in the year.
- The Consultation and Building Resident Trust Task and Finish group - is ongoing - but what is good about this is that we are getting our own feedback from residents and members, asking various members to share the role of gathering information.
- We're getting better at our scoping pre-agenda meetings, where the chair sets out his expectations for a report coming through two meetings ahead, so there is more collaboration. People are coming too, and if they don't turn up the Chair is calling them.

(See page 21 for commissioners' pointers - things to work on, which could go better)



Next steps: Councillors' annual review

Summary of representative feedback: What could have gone better/needs to improve?

- We need to bring in a bit more recovery-focused items into the agenda - is this happening enough?
- Servicing of the committee by senior officers - it has got better towards the end of the year but early on we did not get given good quality reports to enable us to do the job - eg assets early on, and
- Are group leaders appointing the best people onto scrutiny? We need people who aren't going to pick their hobby horse topics, will be team players and take a whole-council view.
- The structure of having a single recovery committee means that there is a lot which the council does which is not being scrutinised. There is an issue with capacity. We'd like to be able to do more T&Fs. We haven't got the balance right yet between looking at recovery but also looking at the whole raft of council services too.
- Should circulate the actions tracker every other month to keep us all on top of it.
- How do we get info for members on important things, when scrutiny doesn't have time? Written briefings from Lead Members? More All-Member-Briefings?
- Information about recovery is always very laggy and replicates what has gone elsewhere.
- If we want scrutiny to work everyone has to want it to work. The buy-in is now there by the committee members but I haven't yet seen that matched by the rest of the organisation.

- We should consider cancelling meetings if reports aren't forthcoming again.
- In future we will have a pre-xmas meeting, rather than an early Jan meeting.
- The pre-meets are useful and they do set the tone. It's good that the pre-meets are member-led, but Michael could restrain himself less, we do welcome a steer on key things!
- There's a lot of work that goes on behind the scenes to steer and shape topics - this is working very well. Michael's engagement with the police and EDs is working well, there is a lot of collaboration, which is bearing fruit, but it does put michael in people's bad books too sometimes.
- Need to avoid occasional clashing diary invites.
- Can we circulate the extra reading Michael produces (which is handy!) earlier?
- Need to ensure we have proper debate on each recommendation, ideally one at a time.
- Give councillors more time to talk longer and ask every question they have, and ask them for follow-ups.

At the 12 March workshop (see section 4 for more detail) members gave a range of constructive feedback about issues or areas for improvement. scheduled for May.

This begins the section of this annual report which is focused on designing improvements for the future functioning of scrutiny in SBC.

Next steps: CfGS's recommendations

Recommendations for further improvement, from the Centre for Governance and Scrutiny's 2024 review (see Appendix B)

CfGS recommendation 2024	Response	SBC comments
1. CISC to maintain its core objective and purpose to support the corporate improvement plans, transition and financial recovery through strong and objective scrutiny. And to resist in the foreseeable future any expansion of the scrutiny committee structure.	Agree	A spontaneous recommendation from the committee at its extraordinary meeting on 13 March was for a second scrutiny committee to be created to cover non-improvement and recovery topics. Noting the CfGS recommendation, this issue should be referred to the constitution working group for consideration.
2. CISC Members will need to engage with the next phase of learning and development opportunities.	Agree	The outline member development programme for 2024/5 was agreed by the Standards Committee in March.
3. A focus through the Annual Scrutiny Report should evidence progress against objectives. In addition, it should also include clarity around the statutory duties regarding Health, Crime and Disorder, Education etc.	Agree - Complete	See section 4 above for progress, and section 5 below for plans regarding statutory duties. In short, our crime and disorder duty is already met and will continue to be, and work is in train to set up joint working with other authorities on Health scrutiny. Education co-optees will be appointed this coming year.
4. Cabinet role at scrutiny committee should be clarified and working arrangements with scrutiny Chairs/Vice Chair formalised.	Agree - Underway	The committee is keen to hear fewer prepared speeches and for cabinet members to take more of the reins in answering questions rather than deferring to officers. The scrutiny Chair is keen to meet regularly with cabinet members to assist in keeping the committee informed.
5. Scrutiny's role in MTFP and budget planning should be factored into the timetable with appropriate support.	Agree - underway	The committee has made clear its intention to play a continuous role in monitoring the delivery of savings across the year, and has formally requested that the cabinet member provide them with suitable materials to allow early engagement with meaningful budget choices in the coming year. Work programming on these matters is not waiting until May!

CfGS recommendation 2024	Response	SBC comments
<p>6. It is essential the Corporate Leaders present a consistent and resolute position on the importance of scrutiny within the organisation. Top-level support will also drive the necessary closer support by senior officers and their staff. It will build upon an agreed understanding on how scrutiny needs to be supported with information, reports, advice and expert briefings etc. This should be further developed and agreed. New senior leaders in key corporate roles should offer a plan of support and engagement for scrutiny to show how it will be supported in future.</p>	<p>Agree - underway</p>	<p>With substantial turnover at CLT-level at the time of writing, it must be assumed that there is an opportunity to reset this relationship through early and positive engagement between senior officers and members. Governance induction training for senior leaders is planned which should assist with this. There may be a need to write a cabinet/scrutiny protocol as recommended elsewhere in CfGS literature, in order to assist with this.</p>
<p>7. Reports and information supplied to scrutiny should not be overburdening or too technical. There should be an understanding that scrutiny members are not experts in many of the subjects in front of them. To be effective in their task they need the appropriate tools.</p>	<p>Agree - underway</p>	<p>'Pre-agenda' meetings now take place two months and one month ahead of each item, with report authors invited. This allows the Chair and Vice Chair to play a more active role in shaping reports to the needs and preferences of committee members, with the support of scrutiny officers.</p>
<p>8. Scrutiny work programmes should show a clear alignment with the council's corporate improvement plans and have a mechanism for subject selection and prioritisation - it needs to 'show its working out'. We note that some work on this has already started.</p>	<p>Agree - underway</p>	<p>A new process and proforma for scrutiny topic selection was developed mid-year and trialled at the December mini-workshop on the work programme. Having learnt from this, slightly more support will be given to councillors proposing items in the May round of work programming, to ensure proposals are complete before consideration. The weighting given to the topic's centrality to the council's improvement and recovery may also need adjusting.</p>

Next steps: Commissioner comments

Referring again to Commissioners' comments at the Extraordinary meeting of CISC on 13 March, for which [the minutes and webcast are available online](#), Commissioners gave a number of pointers for areas of growth or next steps for the committee to consider over the coming year.

On Scrutiny's challenges and next steps, some selected quotes from commissioners (paraphrased in places) follow:

- "The best advice I can give you is yes, you should be engaged... Stay involved, there is a very important role for you as a scrutiny committee... You'll need to work out the detail of when is appropriate for you to engage. That's good running of a council, if your scrutiny committee are informed, up to speed with what is happening, and have the opportunity to ask appropriate, searching questions of members and the officer corps, and you've modelled this well this evening."
- "The risk is - there is so much to be done, how will you prioritise and phase your engagement? That's a challenge for the administration and for scrutiny. The main task is to identify where to add value."
- "Scrutiny must be clear which financial issues are a national issue and what is a unique issue for Slough. These are clear and distinct challenges for the council which scrutiny should understand."
- "Scrutiny should make sure you have full transparency and disclosure on the risk to which you are exposed and the scale of the challenge."
- "You need to be very clear about what you require in terms of in-year sustainability, what does that look like, what needs to be reviewed, how will performance be assessed in order to track and to be able to deliver what is expected of you in-year and to be able to deliver on your balanced budget?"
- "Scrutiny should ask what does the future council look like without a requirement for exceptional financial support - that is the TOM. That is a test of sustainability and a test of resilience. Test that target operating model and be clear that sustainability and whether you can deliver core services without exceptional support are your benchmarks for considering the TOM."
- "Must consider how to ensure you are joined up and not duplicating with the Audit and Corporate Governance Committee."



Next steps: Priorities for improvement in 2023/24

The following three slides set out the next proposed phases of a scrutiny improvement action plan which has now been running continuously for several years, through at least two distinct planning and delivery phases before and after the May 2023 election.

The council's new four-year electoral cycle provides an excellent opportunity for members to learn and develop together over an extended period of time, and it is to be hoped that a reasonable continuity of chairmanship and Group Leaders' appointment of informed, committed members over the coming years will allow these plans to bear fruit for the residents of Slough.

The sources in this report have informed these actions. Those sources include:

- Reference to the draft Best Value Guidance published by DLUHC
- The 2024 CfGS progress review (appendix B)
- The wider membership via the councillor survey
- The committee's own reflections
- Commissioners' verbal advice
- Scrutiny officers' professional advice
- Prior actions still outstanding.

The plan recognises the importance of developing an effective scrutiny function. It incorporates in full the recommendations of the Centre for Governance and Scrutiny, although recognises that the Member Working Group on Scrutiny will make an informed decision about what to recommend to Full Council where constitutional changes are required.



Next steps: Updated improvement action plan

Ref	Outcome	Outputs	Progress	Deadline for completion	Notes
1	Residents are better informed about Scrutiny at Slough	Web presence. Relevant page/s explaining the role of Scrutiny, the current forward plan and how Residents can engage with, attend meetings, provide evidence at meetings.	Underway	Sep 24	Some web pages redesigned but not ready for full launch yet.
2	Residents able to propose scrutiny topics	Process, criteria and guidance produced, needs to link in with e-petition.	Underway	June 24	Citizenspace training complete.
3	Members propose topics for scrutiny that are relevant and deliver impact	Design a topic-related training programme for 2024-25 for scrutiny members.	Pending	June 24	
4		Process, criteria and guidance for members to propose scrutiny topics with recovery focus and criteria/information required.	Done	Dec 23	
5		Plan/process for evaluation of topics for Mid Term Review.	Done	Dec 23	
6		Mid-Year review of Forward Plan.	Done Pending	Dec 23 Dec 24	
7		Plan/process for evaluation of topics new forward plan municipal year 24/25.	Underway	May 24	
8	Better evidence of good governance	Action Log circulated more frequently with updates.	Underway	Oct 23	Commitment to embed this as good practice over the coming months.
9	Better evidence of impact and of good governance	Recommendations Register and standard format cabinet report trailed to address cabinet response.	In progress	Oct 23	Although not satisfied we are getting timely clarity from Cabinet.

Ref	Outcome	Outputs	Progress	Deadline for completion	Notes
10	Assurance that scrutiny recognises the value of specific stakeholders	Co-optees and expert witnesses used as appropriate.	Pending	June 24	Ensure thought is given to potential co-optees on task groups during work programming. Education co-optees are separate matter.
11	Better evidence of good governance	Review key dates initiation to publication of reports.	Underway	June	Trying to test new timeline/milestones for March and April.
12	Residents recognise and engage with the work of scrutiny	Regularise/establish Scrutiny Brand for reports and publication routes.	Pending		Task group reports need to link to annual report.
13	Directors and senior managers engage positively with the work of the committee and recognise the positive impact it can have	Engagement and training plan - include scrutiny in officer induction and repeat visits by Chair to CLT. CLT role in work programming. Consider a cabinet-Scrutiny protocol.	Underway	April 2024	
14	Scrutiny is evidence based	Identify data that can be used as evidence for Residents' big Issues.	Pending	Feb 2025	
15		Create Reference Library.	Done	Dec 23	
16		Training on Data.	Done	Feb 24	
17		Develop a mechanism/procedure to use performance data, BMOs, IRB updates etc.	Pending	April 2025	Need to embed this in item 7.

Ref	Outcome	Outputs	Progress	Deadline for completion	Notes
18	Scrutiny is making a difference	<p>CfGS progress review.</p> <p>Recommendations log containing substance.</p> <p>Testimony from public and partners involved in scrutiny reviews.</p> <p>Budget scrutiny is effective and mindful of national/local issues, and of risk.</p> <p>Committee's role in non-financial recovery clarified.</p> <p>Scrutiny of savings in-year happen meaningfully and in a timely fashion.</p> <p>Scrutiny has designed its role with incoming CLT in the non-financial recovery of SBC.</p>	Underway	May 2025	
19	Agendas etc more accessible and of high quality	Clean up Agendas and distinguish between reports to scrutiny rather than covering a report to Cabinet.	Pending	August 2024	Democratic Services Service Plan 2024/5 includes a focus on quality and consistency.
20	Agenda items are more likely to be of member origin or public origin	<p>Public calls for evidence.</p> <p>Members submitting good, viable, relevant ideas in the work programming exercise.</p>	Pending	May 2025	<p>Next test will be May sessions</p> <p>Proposal template has resulted in 2 submissions to date. 01/12/23</p>
21	Scrutiny helps residents to feel they can influence decisions made by the council	Various public engagement mechanisms in place - and regularly used, with a consequential impact.	Pending	May 2026	

Ref	Outcome	Outputs	Progress	Deadline for completion	Notes
22	Scrutiny members feel that they have been able to adequately cover issues important to residents	<p>Best Value is at the heart of scrutiny's decision-making processes.</p> <p>Well-evidenced prioritisation in work programming cycle.</p> <p>Other regular opportunities for all-member briefings (written or verbal).</p> <p>Options explored for additional officer capacity to support scrutiny or at least T&Fs.</p>	Underway	Ongoing	Work programming mechanisms reviewed recently. All-member briefings appetite and mechanism to be explored with new incoming Chief Exec and CLT members. Seek more capacity from services to support T&Fs?
23	Scrutiny contributes to the wider partnership landscape, not only SBC's internal crisis	<p>Joint working arrangement set up locally for scrutiny of health.</p> <p>Education co-optees formalised via an election as necessary.</p> <p>Crime and disorder item scheduled annually in work programme.</p>	Underway	May 2025	Arrangements in motion to create option of co-opting SBC members onto a neighbouring council's Frimley-focused health scrutiny committee. Crime and disorder items build into 23/4 work programme already.
24	Decision-makers are held to account publicly	<p>Consider a cabinet-scrutiny protocol.</p> <p>All cabinet members appear on work programme reasonably regularly.</p> <p>Cabinet's good attendance record does not sour.</p> <p>System for news releases by O&S?</p>	Pending	Ongoing	NB no cabinet member attended the late March scrutiny committee meeting - first time this has happened since May 2023.

Petitions report for 2023/4

For the period 1 April, 2023 to 31 March, 2024 a total of 12 petitions were received: three paper petitions and nine e-Petitions. Two of these met the threshold (1500) for a debate of full council.

Paper Petition Title	Signatures
23-01 - Cippenham Residents Against Bus Schedules	60
23-02 - Anti Social Behaviour - Parlaunt Road	10
23-03 - Belgrave Road Parking Permits	28

ePetitions Title	Signatures
Star & Garter Inn	72 to date
Require Additional Parking Restrictions for Non-Residents Near Burnham Station (Royston Way, Crosthwaite Way, Meadway & Sandringham Court)	66
Urgent Appeal Save Community Hub	1,564
E-Petition for Review and Reversion of the Bi-Weekly Bin Collection Policy in Slough	2,103
Support the Sale of Property from the Asset Disposal List to the Langley Islamic Centre for Community Development	382
Petition Against Development on 71 Bower Way Site	31

This document can be made available on audio tape, braille or in large print, and is also available on the website where it can easily be viewed in large print.

Corporate Improvement Scrutiny Committee Annual Report 2023/24

If you would like assistance with the translation of the information in this document, please ask an English speaking person to request this by calling 01753 875657.

यदि आप इस दस्तावेज़ में दी गई जानकारी के अनुवाद कए जाने की सहायता चाहते हैं तो कृपया किसी अंग्रेजी भाषी व्यक्ति से यह अनुरोध करने के लिए 01753 875657 पर बात करके कहें.

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਵਿਚਲੀ ਜਾਣਕਾਰੀ ਦਾ ਅਨੁਵਾਦ ਕਰਨ ਲਈ ਸਹਾਇਤਾ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਕਿਸੇ ਅੰਗਰੇਜ਼ੀ ਬੋਲਣ ਵਾਲੇ ਵਿਅਕਤੀ ਨੂੰ 01753 875657 ਉੱਤੇ ਕਾਲ ਕਰਕੇ ਇਸ ਬਾਰੇ ਬੇਨਤੀ ਕਰਨ ਲਈ ਕਹੋ।

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Report of a short review of scrutiny at Slough Borough Council

Progress and areas for further improvement in the overview and scrutiny function

March 2024

Report purpose

This report is based on a rapid review of scrutiny. Its aim being to assess its progress and its impact since changes were made to its operating model and following changes after the May 2023 Elections.

This report aims to show how scrutiny is developing, where it is progressing effectively and adding value and equally to highlight areas that need further support or consideration by the council if progress is to be sustained.

We recognise that as part of the council's governance, scrutiny has a vital role in accountability and assurance. And that its ability to prove it can robustly deliver these is an essential characteristic of a successful and stable future council.

Background

The Centre for Governance & Scrutiny CfGS has been engaged by the council and supported by LGA to strengthen scrutiny as part of governance at the council. It began with an initial review of scrutiny and a set of recommendations designed to provide a new focus and concentration on scrutiny's role in aligning and supporting the corporate recovery and improvement plans. As part of the CfGS-recommended redesign, scrutiny moved to a single committee structure. This would have a clear work plan and agenda primarily to hold to account the Council's Cabinet and Corporate Leaders for the delivery of the council's recovery plans.

This single committee structure and its new remit, along with a scrutiny protocol was adopted by the Council at its meeting after the May 2023 council elections.

The election outcome itself brought a fresh set of challenges including new Chair with no scrutiny experience and several new Members to the committee, including a significant proportion of first-time councillors with no scrutiny experience. To get scrutiny up and running again, along with the training and development needs of new members, meant that there was effectively a need to 'reset and go again', which inevitably lost some time and traction. However, it is pleasing to report that Members have embraced the task and have shown a determination to crack on.

Process

This review was undertaken during late January and early February 2024 and involved conversations with Members and Officers, observations of meetings, including planning and preparation meetings and consideration of supporting documentation. At that time, a new committee chair was holding his first meetings.

Summary

Scrutiny is steadily improving after a fairly slow start. There are a number of contributing factors to this.

- New, and inexperienced councillors
- A period of uncertainty after the election
- Learning needs of the committee
- Effectiveness of corporate level support

However, this has been offset by some important positives.

- Good commitment from most of the committee members
- Stable and generally positive committee operating culture
- Excellent cross-party working
- New Chair has key skills and capacity to effectively lead and chair scrutiny – he appears to act apolitically and is improvement-focused
- Excellent support by Scrutiny and Governance officers

Our rapid review therefore concludes that scrutiny has many of the essential characteristics for it to continue to develop and improve. But this can only happen if scrutiny operates in a core, not peripheral space and that there is whole-council support to make it work in the medium and long term.

Gains so far

It has not been an easy transition for the council, not just scrutiny members, to move from multiple scrutiny committees to just one, with many questions about why it would help recovery and how it could deliver greater impact. Doubts and resistance was experienced by Officers as well as Members, and there are constant pressures to push for more capacity.

However, it is fair to say that scrutiny committee Members and Officers have worked hard to implement the new scrutiny model within the council's limited resources and there is now a greater sense of purpose and improved behaviours which is underpinning scrutiny's progress. The benefit of senior councillors, who also have a clear understanding of the challenge and experience of Cabinet, have also been an important asset to scrutiny.

Greater preparation including methodically using pre-meetings and briefings has meant that scrutiny is better equipped and ready to function. Recent meetings have shown how this improved structured preparation has resulted in better organised scrutiny in the meeting itself. More of this methodical planning and preparing will certainly lead to better outcomes and greater impact.

With substantially a new set of Members, working in a streamlined structure with clear tasks and responsibilities and supported by a new scrutiny protocol, scrutiny has had a lot to take on. On balance it has made some visible progress and can go further.

The Corporate Improvement Scrutiny Committee has been just 10 months in operation. It was given the remit to focus on supporting delivery of the Council's recovery and improvement programme, scrutinising policy, financial and performance issues.

Predictably, its principal challenge has been agreeing its committee agenda and work programme. Deciding what to scrutinise and what can wait or be redirected elsewhere. It has not been straightforward. The committee is trying to be brave and reject what might be subjects with compelling reasons to include, but do not fit its selection criteria that must follow its overarching objective. This has been especially hard as meeting agendas are also designed to avoid over-burdening with too many items, aiming for just two per meeting, to provide enough time for considered and thorough scrutiny.

Sticking with the guiding principles set out in its agreed remit, the committee and its supporting officers have done particularly well to craft a work plan and agendas which overall align with corporate and financial delivery plans.

It has also made a reasonable attempt to scrutinise the budget scrutiny process and proposed budget, but it has realised the unavoidable reality that this requires early engagement, planning and resources for this to be meaningful and effective. It can work, and should form part of the committee's priorities. But it will require corporate officer support and a real intent in order to get the process off the ground early enough in future years. It will need sufficient top-level buy-in and consistent understanding from Executive Directors and Cabinet Members, to make it impactful.

The current committee chair took up the post in December and has enthusiastically picked up the reins. He has equipped himself with good skills, training and mentoring and is clearly determined to do a good job. He has been keen to engender a positive scrutiny culture which can work objectively and cross-party. He also appears to be accepted as a 'good chair' and in small but perceptible ways is having a positive effect.

Behind-the-scenes support by scrutiny officers and others to both recent Chairs of the committee, both of whom have experienced a steep learning curve, has been essential and valuable.

Members recognise that scrutiny must be a protected, safe space for it to openly test and challenge the council's leadership. Our assessment is that the council's leadership, in principle, recognise the importance of a collaborative and constructively challenging relationship. This needs to be a golden rule for the future success of scrutiny.

The CISC Chair, committee members and Scrutiny Officers have realistic ambitions for the continued growth and value contribution of scrutiny, which will support the council's recovery plans over the coming years. They have set out their plan in this year's Scrutiny Annual Report. If these plans can be delivered – noting that this requires both sufficient investment by the council in this function and a focused effort by all councillors involved – then SBC's governance will be enriched accordingly, during and beyond the duration of the current government intervention.

Work still to do

The new CISC is not the finished article and has still some way to go. But from a standing start the committee has done more than could have been reasonably expected and, in some ways, exceeded expectations.

Our observation is that Member engagement and contribution is widely variable and some Members are less effective at understanding and questioning or following the Chair's lead and respecting his authority. Some Members will need further support to ensure they are able to positively participate. Members also need to ensure that they build their own understanding of the issues in front of them, to do some independent research and spend time preparing for the meeting itself.

There is still too much agenda drift, Members pursuing ward or personal issues, irrelevant interventions, and repetition, which wastes time and deflects the committee's attention.

The Chair will need to increase efforts to ensure these behaviours are managed and that the committee remains on mission.

Membership of the CISC is an important role and it may not suit everyone's interests or skills. Appointments and performance are a matter for the Group Leaders. We would suggest that appointments are made by the Groups after careful consideration of suitability and capacity. Overall committee success and impact is dependent on the performance of its Members. Group Leaders may wish to reflect on how they can influence this.

The committee has not been as effective as it would like to be, and intends to be in the future, in scrutinising council finance. Unfortunately, the committee found itself frustrated as it became clear that it would not be able to scrutinise the budget in a way which could be described as 'best practice'. The lack of timely information and support to organise the committee to work on scrutinising the budget and the council's improvement and recovery plans and progress was unsatisfactory. The committee has clearly learned lessons from this experience and has set out strong plans for scrutiny of the council's budget and financial position over the coming year. It will need support from relevant corporate directors to allow this to happen.

We should highlight the difficulty the committee has experienced in finding a place for itself inside the council's recovery process. This may however, reflect the issues with the organisation's overall approach to transformation, which were referenced by the Commissioners fourth report.

In the near future, several new senior corporate directors and Chief Executive are about to join the council. Along with the existing Corporate team, an important question needs to be addressed along the lines of; how will they ensure that scrutiny is able to play a full and active part in the development of the corporate and financial recovery plan and the next phase of transformation? The scrutiny function, as part of overall governance, needs to be more integral and be given higher corporate priority.

There has been significant frustration by the committee over availability of information, timing of reports and overall level of from Service and Corporate Officers. Whilst recognising the considerable pressure that is present across the council, scrutiny outputs are very much dependent on the support and inputs it receives.

The Committee and its Chair has a reasonable relationship with Cabinet. This is essential and could be improved through more structure dialogue to agree common objectives and areas of collaboration. The relevant Cabinet member should attend every CISC meeting and to be the focal point of scrutiny questioning and accountability. Currently there is an over emphasis and dependency on officer input and explanation. Clarity around the role of the Cabinet member (accountability and assurance) and Officer (advisor) would be useful to ensure that meeting focus is clear.

The committee needs to resist overextending by trying to spread too widely and therefore more thinly, and to avoid calls for extra committees. The committee has yet to reach its full potential and needs to demonstrate that it is adding value and impact.

It already has capacity to use task and finish groups to take on short deep-dives into issues where it feels greater understanding or additional original evidence gathering would be wise and beneficial. Pilot exercises have now emerged as a series of T&Fs projects which have shown clear progression in their complexity, focus, member-led activity and value, matching the progression of the scrutiny members' learning as the year has passed.

This has demonstrated that a clear, structured and realistic approach has been taken, building rigour and capacity. These basic principles in good task and finish work, largely due to single issue focus, needs to be more consistently applied in the committee itself.

The committee must be disciplined about its work programme, and apply strict prioritisation to select what it will scrutinise or leave out. They will need to accept that they cannot, and should not try to cover everything, but to identify the strategic issues that will drive improvement and change. This requires a clear rationale and self-discipline to avoid being overwhelmed by issues that claim to be essential to recovery.

We would recommend that work planning undertakes a filtering process for subject inclusion based on the recently-introduced methodology, that can help to provide suitable weightings for selection.

The committee and its Chair will need to be wary of being swayed by issues which are arising as areas of concern amongst councillors, even if they are affecting multiple wards, and maintain a rigorous process of selection for scrutiny work programmes and agendas. The committee needs to accept that in the short term its focus must be on recovery and transformation even if this is to the exclusion of other issues. The committee might wish to

consider how it approximately divides its time, perhaps setting allocations such as 40% financial recovery, 40% transformation 20% for the wider issues regarding policy change or pan-borough issues.

CISC needs to strengthen its recommendations and feedback to Cabinet and its tracker system needs to be more closely monitored to ensure that there is follow-through and accountability for the recommendations. The loop needs to be tighter.

Recommendations for further improvement

1. CISC to maintain its core objective and purpose to support the corporate improvement plans, transition and financial recovery through strong and objective scrutiny. And to resist in the foreseeable future any expansion of the scrutiny committee structure.
2. CISC Members will need to engage with the next phase of learning and development opportunities.
3. A focus through the Annual Scrutiny Report should evidence progress against objectives. In addition, it should also include clarity around the statutory duties regarding Health, Crime and Disorder, Education etc.
4. Cabinet role at scrutiny committee should be clarified and working arrangements with scrutiny Chairs/Vice Chair formalised.
5. Scrutiny's role in MTFP and budget planning should be factored into the timetable with appropriate support.
6. It is essential the Corporate Leaders present a consistent and resolute position on the importance of scrutiny within the organisation. Top-level support will also drive the necessary closer support by senior officers and their staff. It will build upon an agreed understanding on how scrutiny needs to be supported with information, reports, advice and expert briefings etc. This should be further developed and agreed. New senior leaders in key corporate roles should offer a plan of support and engagement for scrutiny to show how it will be supported in future.
7. Reports and information supplied to scrutiny should not be overburdening or too technical. There should be an understanding that scrutiny members are not experts in many of the subjects in front of them. To be effective in their task they need the appropriate tools.
8. Scrutiny work programmes should show a clear alignment with the council's corporate improvement plans and have a mechanism for subject selection and prioritisation – it needs to 'show its working out'. We note that some work on this has already started.

Conclusions

Slough need good effective scrutiny and there is lots of effort to try to make that happen. Despite its challenges, set-back, gaps in corporate support and size of its task, the CISC has worked hard to get to a reasonable position in a short period of time. It is not currently working at the level required, and it will need to be a more integral part of the council, supported and let-in to function better. It has weaknesses in its capacity and member engagement and there will be a limit to how much training and development can change this. However, many of the characteristics of good scrutiny are already present in terms of structure, process and culture and there is clearly some very experienced Members on the committee, although currently limited. The building blocks for improvement are in place and are beginning to become embedded. However, to have greater impact, it needs more time (months) and support to deliver much more.

Ian Parry | Director of Governance Services

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Slough Borough Council

Report To:	Council
Date:	16 th May 2024
Subject:	Changes to the Council's Constitution – Code of Conduct for Officers and Code of Corporate Governance as well as annual review of Constitution
Chief Officer:	Stephen Taylor, Monitoring Officer
Contact Officer:	Sarah Wilson, Assistant Director – Legal and Governance
Ward(s):	All
Exempt:	NO
Appendices:	Appendix A – Draft Code of Conduct for Officers Appendix B – Draft Code of Corporate Governance Appendix C – Constitution Status Update

1. Summary and Recommendations

- 1.1 This report sets out proposed amendments to Part 5.3 Local Code of Conduct for Employees and Part 5.9 Policy Statement on Corporate Governance. It also sets out minor housekeeping changes and provides members with a status update on the Constitution.

Recommendations:

Council is recommended to:

1. Approve the proposed new Part 5.3 – Code of Conduct for Officers as set out in Appendix A for inclusion in the constitution to take effect from the day after this meeting.
2. Approve the amendments to Part 5.9 – Code of Corporate Governance as set out in Appendix B to take effect from the day after this meeting.
3. Endorse the remainder of the Constitution, with agreement to minor amendments to those parts of the Constitution as highlighted in Appendix C, including removal of Part 5.10 – Guidance on Housing and Council Tax Benefits Work.

Reason:

The Council is required to prepare and keep up to date a constitution under the Local Government Act 2000. This requires that individual parts of the Constitution are subject to regular review to ensure they remain in accordance with the law and best practice.

The draft Code of Conduct for Officers has been considered by the Employment Committee and the draft Code of Corporate Governance has been considered by the Audit and Corporate Governance Committee. In addition all proposed changes have been reviewed by the Member Panel on the Constitution and subject to consultation as set out below.

Commissioner Review

Commissioners have no specific comments on the report.

2. Report

Options considered

The current Codes are generally fit for purpose and the Council could choose not to update them or to amend in a different way. This is not recommended as it is good practice to regularly review parts of the Constitution and to update it to take account of any changes in law, learning and best practice.

The adoption of the revisions to the Council's Constitution recommended in this report are recommended as they are designed to improve the governance of the organisation and can be used as a basis for officer and member training and development, both as part of onboarding processes and on an ongoing basis.

Code of Conduct for Officers

2.1 The draft Code of Conduct for Officers will apply to all directly employed staff, but also to any other officer, which will include agency workers, interim staff and staff seconded or with delegated authority to exercise Council functions where these meet the definition of an officer. The draft Code sets out the minimum expected standards of behaviour in order to protect the integrity of officers and the Council as a whole.

2.2 The draft Code is intended to be the officer equivalent of the Code of Conduct for Members and taken together with other codes and protocols, form an ethical framework for the Council's officers and members in order to maintain confidence in the delivery of public services.

2.3 The draft Code was subject to consultation with staff, staff networks and trade unions. Details of the consultation and response was contained in the Employment Committee report. The Employment Committee had no comments on the proposed changes. The Member Panel on the Constitution noted the amendments to provide clarity on requirements and the link to culture change, providing support for the need to incorporate this into the induction and management development programmes in the Council.

2.4 The summary of changes in the draft Code compared to the current Code are as follows:

- Clarification that the Code applies to all who are employed directly or work for the Council with the exception of staff employed in schools.
- Confirmation that all officers are expected to promote high standards in public life, respect colleagues, elected members and the public, act in a professional manner and in compliance with the Equality Act 2010 and deliver the best possible and efficient services in accordance with the Council's values and priorities. Examples are given of this,

including an obligation to report any concerns or breaches of the Code or other Council policies by others.

- Amendment to rules on political neutrality to reflect the law, including rules on politically restricted posts and confirmation that no officer can stand for office as an elected member of the Council.
- Amendment to rules on working with others, including clarification of rules on personal relationships with local community and service users and work colleagues, a new section on relationship with managers, additional guidance on relationship with contractors, suppliers of partners in service provision and on dealing with the media.
- A new section on use of social media, including examples of inappropriate use of private social media accounts.
- Explicit reference to not gaining a financial benefit from a Council role over and above proper remuneration and the fact it is a criminal offence under s.117 of the Local Government Act 1972 to accept any fee or reward other than proper remuneration.
- Removal of two categories of staff for purpose of declaring interests, instead applying the same rules to all staff and making it the responsibility of directors to maintain departmental registers of declarations.
- Addition of paragraph on acceptance of free places on conferences and courses, particularly when these involve businesses or bodies who may be interested in providing services to local authorities.
- Additional paragraphs and examples in relation to duty to prevent accidents and injuries at work.
- New section on standards of behaviour and appearance, including reference to not wearing clothing, badges or other items with political or offensive messages, wearing issued uniforms or protective clothing and only making alterations to such clothing after obtaining agreement from a manager.

2.5 Once the new Code is approved, the Council will include reference to it in training and development for new staff and as part of the governance learning programme.

Code of Corporate Governance

2.6 The policy statement was last updated in 2021. This was the first time it has been prepared against the CIPFA/SOLACE Delivering Good Governance Framework (the Framework). It is proposed to update this to a formal Code of Corporate Governance, including clearer statements of commitment .

2.7 As emphasised in the Framework and CIPFA and Centre for Governance and Scrutiny (CfGS) guidance, good governance cannot be achieved or demonstrated by rules and procedures alone. Shared values that are integrated into the culture of an organisation and are reflected in behaviour and policy are hallmarks of good governance. The current Policy Statement duplicates the wording of the CIPFA/SOLACE framework against each of the principles and sub-principles. It is proposed to change this to a series of first person statements at the beginning of each section and positive commitments for officers and members under the behaviours for each principle. This replicates the approach in the

Code of Conduct for Members. This provides a strong demonstration by members and officers of their collective commitment to governance and can be utilised as a tool for the public to hold the Council to account.

2.8 The draft Code was taken to the Audit and Corporate Governance Committee and staff and members were consulted via CLT, staff networks, trade unions, the corporate governance working group and the Member Panel on the Constitution. No specific comments were made.

2.9 Following approval, the Code will be used as a basis to test the Council's governance arrangements on an annual basis in the Annual Governance Statement (AGS). It will also be utilised in member and officer development programmes.

Other housekeeping changes

2.10 Appendix C sets out minor amendments to the Constitution as follows:

Part 3.1 Minor amendments to remove reference to specific committees and confirm that Employment Committee is not a quasi-legal body.

Part 5.10 Remove section as does not reflect current legislation and duplicates requirements set out in Member Officer Relations Protocol and Code of Conduct for Members.

2.11 The plan for reviewing the Constitution in 2024/25 includes the following:

- (a) Article 12, Part 3.6 – to be kept under review following new Chief Executive to ensure it reflects up to date senior leadership structure.
- (b) Council Procedure Rules – to be reviewed by new Monitoring Officer.
- (c) Budget and Policy Framework Procedure Rules – to be reviewed by three new statutory governance officers (Head of Paid Service, Monitoring Officer, s.151 Officer).
- (d) Contract Procedure Rules – proposed to be reported to July 2024 Council meeting to reflect new procurement legislation.
- (e) Monitoring Officer Protocol – to be reviewed by new Monitoring Officer.
- (f) Anti-Fraud Corruption Strategy and Policy and Anti Fraud Response Plan – to be reviewed by new s.151 Officer as part of wider review.
- (g) Donation and sponsorship acceptance policy – to be reviewed by new Monitoring Officer.
- (h) Joint protocol of external auditors views – to be reviewed by new s.151 Officer.

2.12 The Member Panel on the Constitution were particularly supportive of an early review of the anti-fraud corruption strategy and policy in 2024/25.

3. Implications of the Recommendation

3.1 Financial implications

3.1.1 There are no financial implications directly resulting from the recommendations of this report.

3.2 Legal implications

3.2.1 The Council is required to prepare and keep up to date a constitution under the Local Government Act 2000.

3.2.2 Whilst the Localism Act 2011 requires local authorities to adopt a code of conduct for its members and sets out the standards regime which applies to breaches of this code, there is no legislative equivalent for maintaining standards at officer level. This is partly due to the employment relationship between an individual council and its employees and the fact that employment relations law would apply to this relationship.

3.2.3 In practice virtually all, if not all, local authorities maintain a code of conduct for their employees or officers governing the standards and behaviour and enforcement of this will be incorporated into employment contracts or other contracting arrangements depending on the employment status of the individual officer.

3.2.4 The Council has a best value duty under the Local Government Act 1999 and this includes making arrangements to secure continuous improvement in the way in which its functions are exercised. The draft best value guidance states that authorities should be transparent in their AGS about how they are delivering improvements over time against any recommendations, including those made by external parties. A characteristic of a well-functioning authority is one whose AGS is prepared in accordance with the CIPFA / SOLACE Good Governance Framework, is the culmination of a meaningful review designed to stress test both the governance framework and the health of the control environment.

3.3 Risk management implications

3.3.1 The draft Code of Conduct for Officers helps officers understand the standards of behaviour expected of them and gives them a framework to raise concerns about the behaviour of others. This mitigates the risk of the Council not ensuring compliance with the requirements of public servants as set out in the Seven Principles of Public Life.

3.4 Environmental implications

3.4.1 There are no identified environmental implications.

3.5 Equality implications

3.5.1 Explicit reference is made to the need to comply with the Equality Act 2010 and reference is also made to diversity and equality matters within the draft Code. This includes reference to different standards of dress depending on gender, religion or cultural background and right for officers to request adjustments to protected clothing.

3.5.2 The draft Code of Conduct for Officers seeks to strike a balance between an individual's right to freedom of expression and the Council's right to set standards of behaviour and to protect its reputation.

3.5.3 Staff networks representing staff with specific protected characteristics were consulted on the draft Code.

4. Background Papers

None

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Part 5.3 Local Code of Conduct for Officers

STATUS: This Code applies to everyone who is employed directly or works for Slough Borough Council (the Council), with the exception of staff employed in schools who are subject to the policies and procedures of the individual school. This includes all those employed directly on a permanent, temporary or casual basis and those employed indirectly, including agency workers and consultants if able to make decisions on behalf of the Council. The Code also applies to those who are external secondees and those who are authorised under a delegation of function.

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CODE OF CONDUCT FOR EMPLOYEES

1. Introduction

This Code of Conduct forms part of your terms of employment/assignment. It sets out the responsibilities and standards the Council expects of you and the values it expects all officers to uphold. In carrying out your duties you are expected to:

- Promote the highest standards in public life, as set out under the Principles section below;
- Respect your colleagues, elected members and the public;
- Act in a professional manner and in compliance with the principles of the Equality Act 2010;
- Deliver the best possible and efficient service to residents, taxpayers and service users in accordance with the Council's values and priorities.

This includes:

- How you behave (or are perceived to behave) both inside and outside of work, particularly considering how your actions or behaviour will be considered by the residents of Slough.
- How you use public money and other resources.
- Acting with honesty, impartiality and objectivity.
- How you work with the Council's suppliers and contractors to ensure there is no perception of improper conduct including corruption
- Not allowing personal interests to affect your work and properly declaring interests.
- Ensuring that you, your family or your friends, do not gain improper financial or other benefits from the decisions or actions you take whilst working for the Council.
- Always declaring any interests you have outside work that relate to your work for the Council and any actual or potential conflicts of interest.
- Complying with the Council's constitution, policies and procedures and your own regulatory and professional standards as they apply to your role.
- Reporting any concerns or breaches of this Code or other Council's policies, unlawful behaviour or actions or other information that could lead to serious harm, whether by yourself or by others, to your manager or in accordance with the Council's whistleblowing policy. Examples of other information includes individuals misusing their position, suspicions that a colleague is under the influence of alcohol or drugs at work, suspicions that conduct or behaviour could harm a child or vulnerable adult or suspected breach of health and safety requirements. If you are unsure whether to report something or what is expected of you, you should raise this with your manager, director, human resources or the Monitoring Officer.

In this Code, Director includes the Chief Executive, Executive Director and Director and Senior Officer including Heads of Service and Director.

2. Principles

2.1 This code meets the recommendations of the Nolan Committee on Standards in Public Life. The seven principles for those working in Slough Borough Council to observe are:

- **Selflessness** – you should act solely in terms of the public interest.
- **Integrity** – you must not place yourself under any obligation to people or organisations that might try inappropriately to influence you in your work. You should not take decisions in order to gain financial or other material benefits for yourself, your family or your friends. You must declare any interests and relationships and take steps to resolve any conflicts arising in a way that protects the public interest.
- **Objectivity** – you must act and take decisions impartially, fairly and on merit using the best evidence and without discrimination.
- **Accountability** – you are accountable to the public for your decisions and actions and must submit yourself to the scrutiny necessary to ensure this.
- **Openness** – you should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- **Honesty** – you should be truthful.
- **Leadership** - you should promote and support these principles by leadership and by example and be willing to challenge poor behaviour wherever it occurs.

2.2 Whilst working for the Council

You must:

- Comply with the Council's constitution, service requirements, policies, standards, relevant legislation and professional standards which apply to your role.
- Comply with the procurement rules and financial regulations on the award of contracts and orders.
- Declare to your Director any potential or actual conflicts of interest or relationships that may impact on your work or that of the Council.
- Report any concerns or breaches of this Code to your manager or in accordance with the Council's whistleblowing policy.
- Ask your manager if you are unsure of what is required of you.

3. Breach of this Code

3.1 Breaches of this Code will be investigated and may result in disciplinary action or termination of your assignment.

4. Political Neutrality

- 4.1 As an officer you work for the Council as a whole. You must not allow your personal political opinions to interfere with providing balanced professional advice. You should refrain from making political comments in public or on social media if to do so could bring the Council into disrepute or this will impact negatively on your ability to undertake your role.
- 4.2 If you are in a politically restricted role, there are additional restrictions on the political activities you can participate in in your private life, as set out in Section 6 below. Political assistants are in politically restricted roles but have specific terms and conditions which permit them to work with a single political group. Political assistants remain bound by this Code and should seek advice if they are unsure about the extent of their role.
- 4.3 There are specific rules in relation to attending a political group meeting. These are set out in the Member Officer Relations Protocol.
- 4.4 No officer can stand for office as an elected member of Slough Borough Council.

5. Working with Elected Members

- 5.1 You serve the Council as a whole and not just Members of the ruling political group.

You must:

- Provide advice based on your professional expertise and in an impartial manner.
- Deal with all Members with respect and in a fair and even-handed manner.
- Ensure that working relationships are kept on a professional basis.

6. Politically Restricted Posts

- 6.1 To ensure political impartiality, certain posts are by law politically restricted. This means that if you hold such a post:

You must not:

- Announce or cause, authorise or permit anyone else to announce that you are, or intend to be, a candidate for election as a member of the House of Commons, the Scottish Parliament, the Welsh Assembly or a local Council.
- Act as an election agent or sub-agent for a candidate for election.
- Hold office in a political party or be a member of any committee or sub-committee of such a party or branch of a party if the duties would be likely to require you to participate in the general management of the party or the branch or act on behalf of the party or branch in dealings with persons other than members of the party or members of another political party associated with the party.
- Canvass at any election for a political party or candidate.

- Speak to the public or a section of the public with the apparent intention of affecting public support for a political party.
- Publish any written or artistic work of which you are the author or one of the authors or have acted in an editorial capacity or cause, authorise or permit any other person to publish such a work or collection, if the work appears to be intended to affect public support for a political party. This restriction only applies to publication to the public at large or a section of the public and does not preclude the display of a poster or other document on property occupied by you as your dwelling or on a vehicle or article used by you (excludes political assistants)

- 6.2 Human Resources holds a list of the posts that are politically restricted. This includes posts where employees regularly advise Committees or Sub-Committees; and where employees regularly deal with the media on behalf of the Council. The above restrictions are incorporated into the terms of appointment or conditions of employment by law, regardless of whether they are referred to in the written terms and conditions. These will apply at all times while the individual holds the relevant post.
- 6.3 Political assistants have additional terms and conditions and should seek advice on these as required.
- 6.4 Any officer in a politically restricted role should seek advice from the Monitoring Officer if they are unsure whether an intended activity is permitted.

7. Working Relationships

- 7.1 You must demonstrate your commitment to diversity and equality in carrying out the full requirements of your role and behave at all times with respect, courtesy and in a reasonable manner.

- **Elected Members** – you should comply with the Member Officer Relations Protocol when working with Elected Members.

Local community and service users – you should ensure courteous, efficient, impartial service delivery to all groups and individuals within the community in accordance with the Council's policies. You should avoid developing inappropriate personal relationships with residents, clients or service users and ensure you act in the best interests of vulnerable adults and children. At no time should an officer's behaviour or actions damage public confidence in the Council or cast doubt on their honesty or integrity. Information acquired through work must not be misused or improperly disclosed. An officer must not abuse their position or seek to gain a personal advantage from use of their position.

- **Work Colleagues** – your relationship with your work colleagues must be professional, supportive, cooperative and respectful. You must comply with the Council's human resources policies and procedures. Officers must not use their position with the Council for their own advantage. You must tell your manager or the Monitoring Officer about any personal relationship with a colleague that may impact or be perceived to have an impact on your work. You should not have day to day managerial responsibility or decision-making responsibility relating to pay, discipline,

and promotion for someone to whom you are related or with whom you have a close personal relationship. Complaints or allegations about the performance of other employees should be raised with your manager or an appropriate senior officer in accordance with Council procedures.

- **With Managers** – all officers have a joint responsibility to ensure good working relationships. Officers should carry out all reasonable and lawful instructions from their manager to the best of their abilities. The manager is also expected to provide feedback on performance, give advice on how improvements can be made, define what is expected from an officer and deal with concerns about work performance. Even outside formal procedures, managers are expected to provide assistance and support to officers in the performance of their duties.
- **Contractors and suppliers and other partners in service provision** – all your personal or business relationships with external or potential contractors/suppliers/partners outside your Council role must be made known in writing to your Director and you must comply with the Council's procedure for declaring interests. Orders and contracts must be awarded on merit, by fair competition against tenders and no special favour should be shown in the tendering process to businesses run by friends or relatives. No section of the local community should be discriminated against or favoured. Careful records should be kept of all meetings, recording the purpose and outcome of meetings. Guidance on the acceptance of hospitality and gifts should be carefully observed. If at any time an officer considers that a contractor or potential contractor is trying to unduly or improperly influence the consideration of a tender then a Senior Officer must be informed immediately.
- **Candidates for jobs** – all candidates must be appointed on merit. You should not be involved in the recruitment, selection, promotion or appointment of a spouse, partner, close family member or other person with whom there is a close personal relationship. You should not canvass for a job on behalf of a friend or family member. If a candidate is known to you other than as a work colleague, you should disclose this and seek advice on how to proceed.
- **Dealing with the media** – only authorised officers may speak, write or give interviews to the media on behalf of the Council. Media requests should be referred to the Communications Office. This does not apply to an officer acting as a spokesperson for one of the Council's recognised trades unions in the pursuit of legitimate industrial relations activities. If an officer wishes to write any articles or give interviews relating to the work of the Council or which identify the author or speaker as an officer of the Council prior permission must be obtained from their Director. If an officer wishes to speak or write in a personal capacity on a matter unconnected with the Council, they should consider whether the content of such communication could bring the Council into disrepute or impact negatively on their ability to conduct their role, including in relation to effective working relationships.

8. Use of social media

8.1 The communications and social media tools that the Council provides are intended for the Council's business only.

8.2 Information that you publish, share or respond to on social media (whether at home or at work) can be seen to represent the Council or affect the Council's reputation. You should ensure that information you publish, share or respond to outside of work, or which is published through accounts you are responsible for, does not:

- Disclose confidential or personal information obtained through your work with the Council without explicit consent;
- Publish information that is the Council's property;
- Provide misleading information about the work you do for the Council;
- Make negative comments about the Council, colleagues, residents or service users or anyone else linked to the Council;
- Make offensive, defamatory or discriminatory remarks;
- Display offensive photographs or images;
- Express political views which could bring the Council into disrepute or impact negatively on your ability to work for the Council, including with its elected members;
- Express views that are contrary to the Council's policies, with the exception of responding to consultation by the Council on its activities;
- Use social media to bully or harass colleagues or anyone else linked to the Council;
- Publish anything else that may adversely affect the Council's reputation.

9 Duty to Declare Interests (pecuniary and non-pecuniary)

- You are responsible for declaring in writing to your Director any interest (financial or non-financial) relating to yourself, a family member or friend which conflicts or appears to conflict with the Council's interests and the requirement for you to conduct yourself with integrity, impartiality and honesty.

9.1 This includes interests, relationships and associations related to:

- The award of contracts
- The supervision of contracts
- The recruitment, promotion and management of personnel
- The provision of services to members of the community
- The awarding of grants to any voluntary organisation with which you are connected
- Access to confidential information
- The sponsorship of community organisations or events

- 9.2 You must not gain a financial benefit from your role over and above your proper remuneration. Section 117 of the Local Government Act 1972 prevents the acceptance of any fee or reward whatsoever other than proper remuneration. Non-compliance is a criminal offence.
- 9.3 You must declare membership of any organisation or pressure group which may seek to influence the policies of the Council.
- 9.4 You must declare membership of any organisation whose membership is not open to the public and that has a commitment of allegiance or whose rules or membership or conduct are secret. This includes the freemasons.
- 9.5 Your actions during your off duty hours can impact on your employment with the Council. Subject to the Rehabilitation of Offenders Act 1974, you must declare any criminal charges, criminal prosecutions and sentences including cautions.
- 9.6 You must declare if a family member, partner or close friend becomes a Councillor.
- 9.7 The relevant Director will maintain a departmental register of the above declarations.

10 Outside Work (paid, unpaid or voluntary)

- 10.1 You are not prohibited from undertaking outside work whether paid or unpaid providing that, in the Council's view, this does not conflict with or be to the detriment of your role with the Council or conflict with the Council's interest.
- 10.2 You must obtain written consent from your Director in advance, if seeking to undertake outside work.
- 10.3 Where outside work has been authorised, you must not use the Council's facilities (including telephone, photocopies, computers/software, accommodation) for such work unless authorised to do so.
- 10.4 Examples of outside work include, but are not limited to:
- Being a director, agent or professional advisor to a company.
 - Consultancy work.
 - Lecturing.
 - Being a school governor, special constable or magistrate.
 - Volunteer with a charity/voluntary organisation.
 - Driving a mini cab.

11 Gifts and hospitality

- 11.1 As a Council Officer it is important that you treat any offer of gifts or hospitality with great care as acceptance may call into question your integrity. Officers should only accept offers of hospitality when representing the Council and where registered with your Director.

You must:

- Make sure that the acceptance of any modest gifts or hospitality is registered with your Director in accordance with the Council's procedures. Modest means gifts such as pens, calendars, diaries, chocolates or flowers commensurate with the occasion and no more than is reasonable.
- Report in writing to your Director all offers of gifts or hospitality even if not accepted by you.

You must not:

- Accept personal gifts (monetary or otherwise), loans, fees, rewards, favours, invitations to social, sporting or other events or any advantage from potential or existing contractors, outside suppliers, planning applicants or their agents, grant applicants.. All such offers must be reported in writing to your Director in accordance with the Council's procedures.

Accept gifts or favours from vulnerable service users to whom you may provide care or support. Offers of such gifts or favours from their relatives and friends must also be refused.

- 11.2 Where the refusal of an unsolicited gift may cause offence, the gift may be donated to the Mayor's official charity and the donor informed in writing.
- 11.3 The offering, giving, promising, or acceptance of an inducement or reward for doing or not doing anything or showing favour or disfavour to any person in your official capacity is to act corruptly and is a serious criminal offence under s.1 and 2 of the Bribery Act 2010.
- 11.4 Care should be taken before accepting places on free conferences and courses, particularly when these may involve the attendance of business and bodies who are interested in providing services to local authorities.

12 Handling Council Money

- 12.1 The Council is a publicly funded organisation. When dealing with the Council's funds you must be familiar with Contract Procedure Rules, Financial Procedure Rules, Anti-Money Laundering procedures and any other relevant procedures.

You must:

- Use Council funds in a responsible, accountable and lawful way.
- Comply with Financial Procedure Rules and any other relevant procedures.
- Take legal and financial advice where appropriate.

- Seek value for money.
- Report any suspected financial irregularity, corruption or fraud to your manager or via the whistleblowing procedure.

13 Intellectual Property

- 13.1 The Council retains the intellectual property rights in all work undertaken by its employees. Research, reports, designs, drawings, software development or similar work remain the property of the Council and should not be passed onto a third party without the express consent of the Council in writing.

14. Protecting Confidential Information

- 14.1 The Council supports open government. The law requires that certain types of information are available to Elected Members, auditors, government departments, service users and the public. Guidance is given in the Constitution on the disclosure of information including the Access to Information Rules and the Member Officer Relations Protocol.
- 14.2 Unless the individual/organisation gives informed consent to its release, certain information must be kept confidential.

This includes:

- Personal information relating to service users or third parties.
 - Personal information relating to employees or candidates for employment.
 - Financial or other information which could prejudice the Council's interest, if revealed.
 - Information provided by contractors relating to their bids or tenders for a contract. Such information is commercial in confidence both during and for a time after the tender process.
- 14.3 Maintaining confidentiality of sensitive information is essential. Any such breach could lead to the Council being fined by the Information Commissioner.

You must:

- Comply with the Council's policies and procedures on information security.
- Report any suspected breach of information security.

You must not:

- Use any information obtained in the course of your employment for your personal gain.
- Pass on any such information to third parties.
- Access or attempt to access information for which you have no access authorisation.

14.4 All requests under the Freedom of Information Act 2000 and data protection legislation must be managed in accordance with internal procedures and advice sought on compliance as appropriate.

15. Working Safely

15.1 The Council meets its statutory obligations by taking all reasonable and practicable steps to provide a safe and healthy working environment and to ensure that all reasonable steps are taken to protect the health and safety of its service users.

15.2 All officers are expected to know and to follow the appropriate health and safety requirements in their work area.

15.3 Managers are responsible for arranging appropriate health and safety training for officers.

15.4 Any health and safety problems must be reported immediately to the manager responsible for the area concerned.

15.5 You have a duty to help prevent accidents and injuries at work by being aware of the policies that apply to your work and complying with them at all times. You must:

- Comply with all instructions relating to health and safety and security procedures;
- Use the protective clothing and equipment that the Council supplies to you;
- Follow the health and safety codes of practice and policies which are relevant to your work;
- Comply with hygiene requirements;
- At the earliest opportunity, report any hazards, defects, accidents or incidents, including “near misses”, that you become aware of to your manager or supervisor;
- Not interfere with, or misuse anything provided for health, safety or welfare;
- Avoid risk of injury or danger to yourself or others;
- Leave any Council building as soon as the fire alarm sounds and follow instructions of the fire wardens and the person managing the incident;
- Inform the Council of any other work that you do which, when added to your Council working hours, would take your total working hours above 48 hours per week;
- Inform the Council of any medical condition you have which would be adversely affected by the work that you are employed to do;
- Not smoke in any council premises or vehicles.
- Not consume drugs (unless for medical reasons) or alcohol at work and not be under the influence of these in a way which could impact your role. Different roles may require more restrictive rules in relation to consumption of alcohol and drugs.

16 Standards of behaviour and appearance

- 16.1 We have standards of behaviour which we expect from you. They make the Council a good place to work and ensure that colleagues, residents and service users feel welcomed and valued. This includes complying with the Council's commitments to equality.
- 16.2 We will not tolerate unfair, offensive or unlawful discriminatory behaviour carried out by, or against, any member of staff. Discriminatory, unacceptable or offensive behaviour can take many different forms. Remember that your colleagues and our residents may have different standards from you and may be offended or feel harassed by behaviour that you think is acceptable.
- 16.3 If you feel you have been subject to this sort of behaviour or have witnessed this by another officer, it may be appropriate for you to seek to resolve this informally by having a discussion and explaining how this made you feel. If this is not possible or appropriate, or you are dissatisfied with the response, you can speak to your manager or utilise the Council's grievance procedures.
- 16.4 How we look and dress at work has an impact on how people view the Council. We recognise that:
- Different types of dress are needed or appropriate for different types of work;
 - Officers come from a diverse range of backgrounds, cultures and ages with different styles of dress;
 - More casual clothing may be appropriate in certain circumstances or roles.
- 16.5 The Council expects all officers to:
- Have a high standard of appearance and personal hygiene
 - Choose professional and appropriate clothing for the work they are doing
 - Not wear any clothing, badges or other items with political or offensive messages
 - Display a visible Council identification badge when working in a Council building, unless your manager has agreed that this is not necessary;
 - If you have been issued with a uniform or protective clothing, wear this in accordance the instructions
 - Return any issued protective clothing when you no longer need this or leave the Council's employment
 - Only make alterations to protective clothing or uniform for religious or health reasons after obtaining agreement from your manager

17. Use of Facilities

- 17.1 The facilities and equipment provided as part of your work belong to the Council.

You must:

- Comply with health and safety regulations and use personal protective equipment as required.
- Take care of Council property and equipment; keeping it secure; and reporting any breakages or breaches in security.
- Use equipment, vehicles and facilities including stationery, printing, photocopying, and computers for authorised purposes only.

18. Reporting Concerns

18.1 The Council expects its officers to act in the public interest and to report impropriety, breach of procedure or failure in the manner in which services are being provided.

You must:

- Report any activity which you believe is illegal, improper, unethical, dangerous or a breach of this Code.
- Your report should be to your line manager or if more appropriate to a more senior manager or in accordance with the Council's whistleblowing policy.

18.2 The whistleblowing policy gives protection to employees who raise concerns that are in the public interest.

18.3 Concerns about your own employment should be raised with your manager or if more appropriate to a more senior manager or in accordance with the Council's grievance policy.

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Part 5.9 Code on Corporate Governance

Introduction

The Council is committed to achieving excellence in the provision of services for the people of Slough and recognises the importance of effective corporate governance so that local communities can place trust in the way that the Council undertakes and carries out its duties. This Code sets out and describes the Council's commitment to corporate governance and identifies the arrangements to ensure its effective implementation and application in all aspects of the Council's work.

In April 2016, the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives and Senior Managers (SOLACE) published a framework and guidance notes entitled "Delivering Good Governance in Local Government" (the CIPFA / SOLACE framework). This provides guidance to local authorities on local codes and procedures on corporate governance.

What is Corporate Governance

The CIPFA/SOLACE framework defines governance as follows:

Governance comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved.

It goes on to say:

To deliver good governance in the public sector, both governing bodies and individuals working for public sector entities must try to achieve their entity's objectives while acting in the public interest at all times.

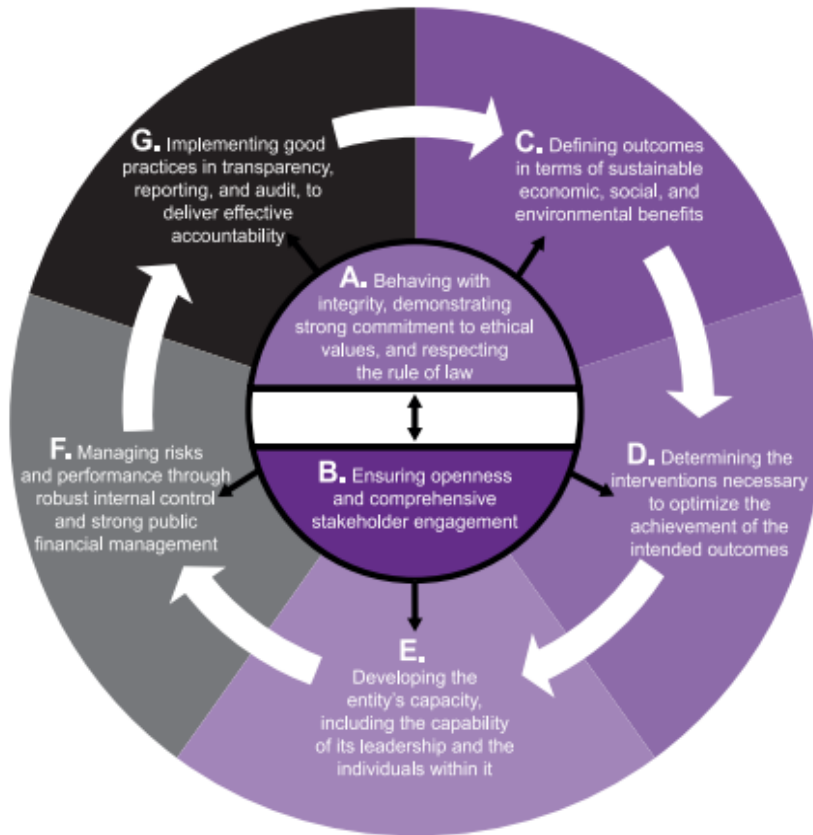
Acting in the public interest implies primary consideration of the benefits for society, which should result in positive outcomes for service users and other stakeholders.

In the Council, the governing body is Full Council.

Principles of Good Governance in Slough Borough Council

The Council has adopted the seven core principles of good governance set out in the CIPFA/SOLACE framework, which are shown below.

Achieving the Intended Outcomes While Acting in the Public Interest at all Times



The seven core principles each have a number of supporting principles, which in turn have a range of specific requirements that apply across the Council's business. The following sections set out each sub principle, together with the behaviour and actions that demonstrate good governance in practice. The tables also reference how this is evidenced in the Council.

Annual Governance Statement

The Council reports annually to its Audit & Corporate Governance Committee in a formal Annual Government Statement, reviewing its performance against the seven core principles. This report will include an analysis of the previous year and recommendations for improvements to be made.

Principle A – Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

We are a steward of public resources and accountable for how we use these.

We serve the public interest, comply with the law and Government policies.

We foster a culture of behaviour based on shared values, ethical principles and good conduct.

Sub Principle	Behaviours and actions demonstrating good governance	How will this be evidenced
Behaving with integrity	<ul style="list-style-type: none"> • Members and officers behave with integrity and foster a culture of visibly acting in the public interest. • Members lead in establishing the principles and values for the organisation, building on the Seven Principles of Public Life. • Members and officers lead by example using these principles and values as a framework for decision-making and action. • These principles and values are embedded and communicated and regularly reviewed through appropriate policies and processes. 	<ul style="list-style-type: none"> • Member Code of Conduct and standards complaints process • Standards Committee receiving reports on member complaints, member development programme and member survey results • Member induction and development programme • Member Officer Relations Protocol • Registers of interest and gifts and hospitalities for members and officers • Local Code of Conduct for Employees • HR policies reviewed and approved at Employment Committee • Published Whistleblowing Policy and staff training • Anti-fraud and corruption policies, procedures and training • Annual report to Audit & Corporate Governance Committee on complaints including theming and learning • Regular staff survey, with themes considered by Employment Committee. • Performance appraisal system in place • Staff induction and onboarding systems • Governance learning programme for senior officers

<p>Demonstrating strong commitment to ethical values</p>	<ul style="list-style-type: none"> • Members establish and regularly monitor the ethical standards. • Officers monitor and maintain the ethical standards and performance. • Members and officers exemplify the Council's values in their behaviour. • Members set policies which place emphasis on agreed ethical values. • Officers develop and maintain procedures and regularly review policies on agreed ethical values. • Officers ensure external providers of services are required to act with integrity and in compliance with ethical standards. 	<ul style="list-style-type: none"> • Regular review of ethical framework within Constitution • Governance learning programme covers ethical framework • Human Resources Policies • Performance management framework, including appraisal process takes account of values and ethical behaviour • Induction processes • Register of interests – officer and member • Contract procedure rules • Internal boards – Procurement Review Boards • Contract management procedures • Contract management training and support • Regular staff surveys with questions on values and culture • Staff equality groups in place • Co-production networks established in Adults Social Care
<p>Respecting the rule of law</p>	<ul style="list-style-type: none"> • Members and officers demonstrate a commitment to the rule of law and adhere to relevant laws and regulations • Statutory officers and other post holders given the conditions and work within a culture that allows them to fulfil their roles • Members and officers use their powers for the public interest and for the collective benefit of residents, service users, taxpayers and other local partners • Officers effectively respond to breaches of legal and regulatory requirements, including reporting these transparently to elected members as appropriate • Members and officers ensure that effective action is taken in 	<ul style="list-style-type: none"> • Council Constitution (Part 3 – Responsibility for Functions), including officer scheme of delegation • Directorate schemes of officer delegations • Senior legal officer attendance at Corporate Leadership Board • Regular meetings between 3 statutory governance officers • Member report clearance processes, including early involvement of lawyers in advising on proposed decisions • Business case templates for all major decisions and projects • Monitoring Officer Protocol within Constitution • Internal officer boards with legal representation - Strategic Procurement Review Board

	response to allegations and findings of corruption and misuse of power	<ul style="list-style-type: none"> • Anti-Fraud and corruption policies and procedures and mandatory training • Staff survey with questions on whistleblowing procedures • Governance learning programme and other training programmes for officers are required
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Principle B - Ensuring openness and comprehensive stakeholder engagement

We provide services for the public good and will ensure openness in our activities.

We use clear, trusted channels of communication.

We use consultation as a means to effectively engage with stakeholders, including individual citizens, service users, statutory partners and local businesses and organisations.

Sub Principle	Behaviours and actions demonstrating good governance	How will this be evidenced
Openness	<ul style="list-style-type: none"> • Officers maintain a website set out in a clear and accessible way to provide local stakeholders with the information they need. • Members make decisions in public, unless the information falls within an exempt category and it is not in the public interest to publish this. • Officers publish information, including reasons, on significant decisions. • Decisions be evidence based and informed by resource implications, consider options, risks and outputs and be outcomes focused. • Officers ensure effective engagement, including use of formal consultation, to determine the most appropriate and effective intervention or action. For member level decisions, information on engagement will be set out in a fair and impartial way. 	<ul style="list-style-type: none"> • Council Constitution – Article 13 – Decision Making and Part 4.2 • Corporate Plan 2023-27 commitment to ensuring residents are consulted on key decisions and are able to access advice and information • Quarterly performance monitoring reports to cabinet • Quarterly budget monitoring reports to cabinet • Council Constitution – Access to Information Rules • Member Officer Relations Protocol • Freedom of Information publication scheme • Public reports on member level decisions, with exempt reports being the exception • Significant officer decisions published with reasons for decision • Annual Pay Policy with details of senior officer pay, including interim senior officers • Children and Young People Participation Strategy • Housing Resident Engagement Strategy

		<ul style="list-style-type: none"> • Community engagement/development arrangements • Evidence of resident engagement when approving strategies
Engaging comprehensively with institutional stakeholder (such as commercial partners, suppliers and public and third sector organisations)	<ul style="list-style-type: none"> • Officers engage effectively with institutional stakeholders to ensure a clear purpose, objective and intended outcome for each relationship. • Members and officers develop and maintain relationships with leaders of other organisations across the private, public and voluntary sector to contribute to the Council’s strategy and vision. • Officers ensure that formal and informal partnerships are utilised to allow resources to be used more efficiently and outcomes achieved more effectively. • Officers ensure that there are appropriate governance arrangements in place to allow each partnership to be based on trust, a shared commitment to change, a culture promoting acceptance of challenge amongst partners and an understanding of the explicit added value of the partnership 	<ul style="list-style-type: none"> • Formal partnerships boards, including: <ul style="list-style-type: none"> • Slough Health and Wellbeing Board • Health and Care Partnership • Safer Slough Partnership • Safeguarding Boards • Corporate Parenting Panel • Berkshire Prosperity Board Joint Committee • Informal partnership boards, including: <ul style="list-style-type: none"> • Leaders’ Group • Regeneration, Economy & Skills Board • Coproduction network • Learning Disability Steering Group • Database of stakeholders • Partnership / Multi-agency strategies and annual reports approved and reviewed in public • Terms of reference reviewed at agreed frequency • Memorandum of Understanding in place where appropriate
Engaging with individual citizens and service users effectively	<ul style="list-style-type: none"> • Members will set out a clear policy on the type of issues that will require meaningful consultation. • Officers will ensure that the consultation method used is meaningful and tailored to ensure involvement of communities, individual citizens, service users and 	<ul style="list-style-type: none"> • Corporate Plan 2023-27 • Community Engagement Toolkit • Communications Strategy • Member development programme • Equality objectives and annual report • Children and Young People Participation Strategy

	<p>other stakeholders to inform a decision on how service provision contributes towards intended outcomes.</p> <ul style="list-style-type: none"> • Officers will maintain effective communication channels, including via the use of social media, to proactively engage with Slough’s diverse communities. • Officers will encourage, collect and evaluate the views and experiences of communities, citizens, service users and organisations to inform future service priorities. This information will regularly be presented to members in publicly available reports. • Officers encourage feedback on services, including via a complaints system and will publicly report to members on themes and learning from complaints. • Officers consider the need for tailored engagement methods to hear from a wide range of people, including future generations of taxpayers and service users. 	<ul style="list-style-type: none"> • Housing Resident Engagement Strategy and tenant and leaseholder board • Strategic needs assessments, including joint strategic needs assessment • Complaints policy and annual reporting to Audit and Corporate Governance Committee, including on themes and learning • Evidence of resident engagement when approving new strategies and policies • Coproduction network
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Principle C - Defining outcomes in terms of sustainable economic, social, and environmental benefits

We define and plan outcomes, ensuring these are sustainable.

We make decisions which further our overall purpose, contribute to intended benefits and outcomes and are within the limits of the law and our resources.

We welcome input from stakeholders, including citizens, service users, partners and local organisations to fairly balance competing demands when determining priorities within limited resources.

Sub Principle	Behaviours and actions demonstrating good governance	How will this be evidenced
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<p>Defining Outcomes</p>	<ul style="list-style-type: none"> • Members approve a vision setting out the Council’s statement of purpose and intended outcomes and will keep this under review. • Officers ensure that there are appropriate performance indicators to measure the effectiveness of the Council’s overall strategy, planning and decisions and that these are regularly reported to Members. • Policies and strategies set out the intended outcome impact on stakeholders over a defined period • Members and officers identify and manage risks associated with achievement of outcomes. • Members and officers will give clear reasons for determining priorities and making best use of resources to manage service users’ expectations. 	<ul style="list-style-type: none"> • Corporate Plan 2023-27 used as a basis for corporate and service planning • Improvement and recovery plans reviewed at internal boards and published / debated at member level meetings • Joint Strategic Needs Assessment and Joint Wellbeing Strategy • Adult Social Care Market Position Statement • Quarterly performance reporting to cabinet • Strategies and policies approved at a member level, including service specific strategies for Adult Social Care, Children’s Social Care, Education and Housing. • Annual reports on progress against specific strategies to ensure action plans are meeting strategic aims • Corporate risk register reported to Audit and Corporate Governance Committee • Directorate risk registers • Performance indicators in contractual and company arrangements, including regular reporting to members
<p>Sustainable economic, social and environmental benefits</p>	<ul style="list-style-type: none"> ○ Members and officers consider the economic, social and environmental impact of proposed decisions and will balance these when making decisions. ○ Members and officers take decisions in the long-term public interest and will balance the long term impact with short term factors such as political cycles and financial constraints. ○ Decisions informed by accurate, relevant and timely performance, intelligence and 	<ul style="list-style-type: none"> • Council Constitution – Part 3 – Responsibility for Functions • Cabinet report template and clearance processes • Corporate Plan • Capital programme structured to optimise social, economic and environmental wellbeing • HRA 30 Year Business Plan and 5 Year Capital Programme reviewed annually • Social value included in contract procedure rules • Joint Strategic Needs Assessment and other needs assessment to inform strategies

	benchmarking information where available.	<ul style="list-style-type: none"> • Data Strategy and access to data including Census data
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Principle D - Determining the interventions necessary to optimise the achievement of the intended outcomes

We achieve our intended outcomes by using legal, regulatory and practical actions as appropriate.

We ensure decisions are made using robust mechanisms to ensure defined outcomes are achieved in a way that best uses limited resources and enables effective and efficient operations.

We regularly review decisions made to ensure they remain appropriate and that the intended outcomes is being achieved.

Sub Principle	Behaviours and actions demonstrating good governance	How will this be evidenced
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<p>Determining Interventions</p>	<ul style="list-style-type: none"> • Members and officers consider a range of options with appropriate analysis of each to inform decisions. • Members and officers consider feedback from citizens and service users when making decisions on future service provision and on use of resources, including people, skills, land and assets 	<ul style="list-style-type: none"> • Council Constitution – Article 13 Decision Making and Part 3 – Responsibility for Functions, including Scheme of Delegation to Officers • Council Constitution – Financial Procedure Rules and Contract Procedure Rules • Cabinet report template and clearance processes • Business case templates and training to support completion • Medium Term Financial Strategy • Budget setting process, including capital programme and treasury management strategy, with timetabling for scrutiny and public consultation • Resident surveys Safeguarding investigations and practice reviews • Complaints reports and data used to inform service reviews
<p>Planning Interventions</p>	<ul style="list-style-type: none"> ○ Members and officers take decisions informed by the Council’s medium term financial strategy and medium term plans, strategies and policies and will keep these under regular review. ○ Officers ensure there is a robust planning and control cycle that allows decisions to be made on operational plans, priorities and targets. ○ Officers undertaken formal engagement activities with staff, residents and service users to help determine how 	<ul style="list-style-type: none"> • Forward plan for approval of council strategies • Performance management framework • Quarterly reporting to cabinet on performance indicators • Budget setting cycle, including capital programme, treasury management strategy, MTFS • Quarterly reporting to cabinet on budget • Service plans and performance appraisal system • Staff engagement activities

	<p>services should be planned and delivered and will use this information to inform member and officer level decisions.</p> <ul style="list-style-type: none"> ○ Officers ensure effective risk management systems are in place, including in relation to shared partnership risks. ○ Officers be agile to the need to make changes to service delivery to take account of changing circumstances and will make appropriate use of urgent and emergency decision-making processes, whilst ensuring transparency. ○ Officers establish appropriate key performance indicators to measure performance and ensure that performance reports are provided to members and the public on a regular basis. 	<ul style="list-style-type: none"> ● Risk management strategy and directorate, corporate and member reporting ● Urgency procedures for transparent decision making, including reporting to Council on waiving of call in ● Coproduction networks and other resident engagement groups ● Resident engagement strategy
<p>Optimising achievement of intended outcomes</p>	<ul style="list-style-type: none"> ● Members will set a medium term financial strategy which integrates and balances service priorities, affordability and other resource constraints. ● Members will set an annual budget taking into account the full cost of operations over the medium and longer term. ● Members will ensure the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment. ● Members and officers will consider the achievement of social value through service planning and commissioning. 	<ul style="list-style-type: none"> ● Council Constitution – Budget and Policy Framework Procedure Rules and Financial Procedure Rules ● Budget setting process, including MTFS, capital programme and treasury management strategy ● Social value included in contract procedure rules ● Contractual KPIs focused on outcomes and social value ● Joint Strategic Needs Assessment ● Data Strategy and access to data to inform decision-making

Principle E - Developing the entity’s capacity, including the capability of its leadership and the individuals within it

We ensure we have the appropriate structures and leadership in place, with people with the right skills, qualifications and mind-set to operate efficiently and effectively and achieve intended outcomes within specified periods.

We ensure there are systems and investment in place to develop the capacity, skills and behaviours necessary to deliver our services and priorities.

We aspire to have a leadership which is strengthened by the participation of people with different types of background, reflecting the structure and diversity of our local communities.

Sub Principle	Behaviours and actions demonstrating good governance	How will this be evidenced
Developing the entity’s capacity	<ul style="list-style-type: none"> • Officers maintain asset registers and keep these under review to ensure assets remain operationally effective and efficient. • Officers regularly benchmark services and commission external reviews to inform effective utilisation of resources. • Members and officers consider the benefits of partnerships and collaborative working where added value can be achieved. • Officers develop and maintain an effective workforce plan to enhance the strategy allocation of resources. 	<ul style="list-style-type: none"> • Emerging Estates Strategy • Asset Disposal Strategy • LGA and other externally commissioned reviews reported in public • Data Strategy and utilisation of data, including benchmarking and external research to inform decision-making • Workforce development strategy • Formal partnerships: <ul style="list-style-type: none"> ○ Slough Health and Wellbeing Board ○ Safer Slough Partnership ○ Safeguarding Board • Informal partnership boards: Leaders Group
Developing the capacity of the entity’s leadership and other individuals	<ul style="list-style-type: none"> • Members and officers follow existing protocols for working with each other and will keep these under review to ensure a shared understanding of roles and objectives is maintained. • Officers adhere to the approved schemes of delegation when making decisions, including decisions to decline delegation and refer a matter to a member body. • Members and officers keep under review delegated 	<ul style="list-style-type: none"> • Member development programme • Member Officer Relations Protocol • Member development and mentoring programme • Governance learning programme including delegated decision making and significant officer decisions • Chief Executive appraisal process involving cross party involvement

	<p>decision making to ensure the thresholds are effective and appropriate.</p> <ul style="list-style-type: none"> • The Leader and Chief Executive ensure that their roles are clearly defined and understood to allow the Chief Executive to lead in implementing strategy and managing delivery of services within a framework set by Members. • Members and Senior Officers develop their capabilities on an ongoing basis to achieve effective leadership and enable the Council to respond to changing legal and policy demands and economic, political and environmental changes. • Members and officers undertake induction programmes and training and development tailored to their roles. • Officers ensure there is an effective recruitment and appraisal process to build a workforce with the right skills, knowledge, resources and support to fulfil their roles and responsibilities. • Members engage with ongoing member learning and development, including making use of external resources. 	<ul style="list-style-type: none"> • Senior officer restructure and workshops • Officer induction and onboarding programme • Performance appraisal systems • Update on constitutional reviews presented to Council at least annually • Regular review of HR policies, including reporting to Employment Committee • Resource and capability audit informing annual service plans
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Principle F - Managing risks and performance through robust internal control and strong public financial management

We put in place and maintain an effective performance management system that facilitates effective and efficient delivery of planned services.

We embed risk management and internal control into our operating systems and ensure that risks are considered and addressed as part of all decision-making activities.

We ensure a strong system of financial management for the effective implementation of policies and achievement of intended outcomes. This will include financial discipline, strategic allocation of resources, efficient service delivery and accountability.

We embed a culture of and appropriate systems for scrutiny as a key part of accountable decision-making, policymaking and review.

We encourage constructive challenge as part of successful scrutiny and service delivery and will regularly publicise our commitment to public scrutiny.

Sub Principle	Behaviours and actions demonstrating good governance	How will this be evidenced
Managing risk	<ul style="list-style-type: none"> • Members and officers ensure that risk management is an integral part of all activities and will be considered in all aspects of decision-making. • Members and officers ensure robust and integrated risk management arrangements and review how effectively these are working. • Officers ensure that responsibility for individual risks are allocated clearly. 	<ul style="list-style-type: none"> • Risk Management Strategy • Corporate and directorate risk registers • Annual Audit Letter • Internal Audit reports, including annual report • Audit and Corporate Governance Committee work programme • Business case templates and guidance to inform risk management
Managing performance	<ul style="list-style-type: none"> • Members and officers regularly monitor service delivery, including planning, specification, execution and independent post implementation review. • Members and officers make decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook. • Members and officers ensure an effective scrutiny / oversight function which provides constructive challenge and debate on policies and objectives before, during and after decisions are made to enhance the Council's performance 	<ul style="list-style-type: none"> • Cabinet report template and clearance processes • Quarterly performance reports aligned to Corporate Plan priorities • Scrutiny work programme agreed annually and kept under review • Pre-briefing meetings for all scrutiny members to ensure effective and constructive challenge and debate • CLT – reviewing major projects, budget proposals, developing council strategies and policies, providing robust and constructive challenge and monitoring corporate performance, budget and risk. • Budget monitoring processes, including monthly reporting to

	<ul style="list-style-type: none"> • Members and officers will encourage effective and constructive challenge and debate on policies and objectives to support effective decision-making. • Officers will regularly report to Members on service delivery plans and on progress towards outcomes achieved. 	<p>directorates and quarterly to cabinet.</p> <ul style="list-style-type: none"> • Annual update reports to Cabinet on key service strategies • Calendar of deadlines for submitting reports through clearance processes, with regular review of corporate schedule through directorate and corporate leadership teams • Assurance updates for regulated services • External reviews of services
Robust internal control	<ul style="list-style-type: none"> • Members and officers ensure that the risk management strategy and procedures are aligned with achieving objectives. • Officers ensure there are systems in place to evaluate and monitor risk on a regular basis and that this is publicly reported at a member level. • Officers ensure that are effective counter fraud and anti-corruption arrangements in place. • Officers ensure that internal assurance is provided on the overall adequacy and effectiveness of the framework of governance, risk management and control by its internal audit function. • Members ensure that a member body independent of the executive provide effective assurance regarding arrangements for managing risk and an effective control environment and that its recommendations are listened to and acted. • The member body responsible for independent assurance will be accountable to Full Council. 	<ul style="list-style-type: none"> • Council Constitution – Article 9 Audit and Corporate Governance Committee • Council Constitution – Part 5.7 - Anti Fraud Corrupton Strategy and Policy • Internal Audit Plan • Regular reporting to Audit and Corporate Governance Committee on progress against internal audit actions and significant internal audit reports • Complaints policy and annual reporting to Audit and Corporate Governance Committee • External Auditors reports • Corporate risk register reported to Audit and Corporate Governance Committee • Annual report from Audit and Corporate Governance Committee to Full Council • Training programme for audit committee members • Appointment of independent members to Audit and Corporate Governance Committee

Managing data	<ul style="list-style-type: none"> • Officers ensure effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data and sharing data with other bodies. • Officers ensure that data is regularly reviewed and audited to ensure its quality and accuracy to enable it to be reliably used in decision-making and performance monitoring. 	<ul style="list-style-type: none"> • Information governance policies and procedures • FOI publication scheme • GDPR / data protection training programme • Information sharing protocols and MOUs • Information governance and data strategies, policies and procedures
Strong public financial management	<ul style="list-style-type: none"> • Members and officers ensure financial management supports both long term achievement of outcomes and short-term financial and operational performance. • Officers ensure well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls. 	<ul style="list-style-type: none"> • Council Constitution – Financial Procedure Rules • Council Constitution – Part 3.6 Scheme of Officer Delegation • Directorate internal schemes of delegation • Budget setting cycle, including MTFS, capital programme and treasury management strategy • Monthly budget monitoring reports to directorates • Quarterly budget monitoring reports to cabinet • Finance business partner for each directorate • Finance IT system controls • Budget monitoring reports, with quarterly updates provided to Cabinet • Expenditure control processes agreed and followed

Principle G - Implementing good practices in transparency, reporting, and audit to deliver effective accountability

We are accountable for the decisions we make and for delivering services.

We ensure that public reports are written to enable stakeholders to understand and respond to future plans.

We are open and transparent about how we carry out activities and make decisions.

We have in place effective internal and external audit functions and have systems in place to work with each.

Sub Principle	Behaviours and actions demonstrating good governance	How will this be evidenced
Implementing good practice in transparency	<ul style="list-style-type: none"> • Officers write reports for the public and other stakeholders in a fair, balanced and understandable style appropriate to the intended audience and ensuring they are easy to access and interrogate. • Officers balance the need for public transparency with the risk of making information too onerous or technical for users to understand. 	<ul style="list-style-type: none"> • Cabinet template and clearance processes • Business plan templates • Governance learning programme including writing member level reports • Accessibility review of website
Implementing good practices in reporting	<ul style="list-style-type: none"> • Officers report to Members in a public report on performance on a regular basis. Reports will include performance indicators on service delivery and financial management. • Officers and members undertaken regular reviews, including self assessments and external reviews on the effectiveness of the governance and internal control systems. The results of such reviews will be reported in public. • Members and officers utilise the annual governance statement process, including reviewing the action plan, to ensure a continuous focus on governance and a cycle of continuous improvement. • Officers and members work with external auditors to ensure timely information sharing for the closure and auditing of the statements of accounts. 	<ul style="list-style-type: none"> • Publication of external reviews • Annual Governance Statement reported to members and published • Progress against AGS reported to members quarterly • Code on Corporate Governance regularly reviewed and amendments approved by Full Council • Quarterly reporting to cabinet on budget and performance management • Regular meetings with external auditors at officer and member level • CLT receiving regular performance and assurance reports and effective link between DLTs, CLTs and internal boards
Assurance and effective accountability	<ul style="list-style-type: none"> • Members and officers ensure that recommendations for corrective 	<ul style="list-style-type: none"> • Audit and Corporate Governance Committee – work

	<p>action are reported in public and updates on progress are provided.</p> <ul style="list-style-type: none"> • Officers ensure there is an effective internal audit service with direct access to Members and that this service is provided with the resources to provide assurance with regard to governance arrangements and recommendations on improvements. • Members and officers welcome peer challenge, external reviews and inspections and see this as a means to continuously improve. • Officers ensure that internal audit has access to information on services delivery by third parties and that there are effective risk management arrangements in place to manage third party delivery of services. • Officers ensure that governance arrangements for partnerships include clarity on accountability and access to information to enable public scrutiny. 	<p>programme and reporting cycle</p> <ul style="list-style-type: none"> • Internal audit work programme and reporting mechanisms • Reporting results of peer reviews, self assessments, assurance reviews and inspections to appropriate member level meeting • Annual governance statement process • Internal audit plan includes audits of contractor and partnership arrangements
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Part	Summary of main amendment made	Status
Part 1 - Introduction	<p>Main amendments as follows:</p> <ul style="list-style-type: none"> To reflect new election cycle and ward boundaries. Amended to confirm MO is responsible for training members, as opposed to A&CG Committee. Amended to reflect single O&S Committee. Removed reference to CAB as there are other sources of legal support and advice. 	Housekeeping changes made. Approved at Council in May 2023.
Part 2 - Articles		
Article 1 – The Constitution	<p>No change required.</p> <p>Confirms this document is the definitive set of rules on how council decisions are made.</p>	No changes required.
Article 2 – Members of the Council	<p>Main amendments made:</p> <ul style="list-style-type: none"> updated to reflect change to election cycle. members’ attendance – removed reference to maternity, parental leave, as this should be dealt with as a dispensation if the intention is to remove requirement for attendance in 6 months. 	Housekeeping changes made. Approved at Council in May 2023.
Article 3 – Citizens and the Council	No change required.	No changes required.
Article 4 – The Full Council	<p>Main amendments made:</p> <ul style="list-style-type: none"> Updated Policy Framework list to reflect legislation changes Inclusion of further plans which legislation or the Council deem should be reserved to Full Council Included definition of Budgetary Framework 	Housekeeping changes made to reflect current legislation. Approved at Council in May 2023.
Article 5 – The Mayor	Amended heading to The Mayor as wider than just chairing the council.	Housekeeping changes. Approved at Council in May 2023.
Article 6 – Overview and Scrutiny	Amendments to reflect new structure.	Amendments to structure of scrutiny to reflect review and ensure work links to corporate improvement.

		Approved at Council in May 2023.
Article 7 – The Executive	Minor amendment to remove reference to election at annual council, as council can resolve to elect a new leader at any council meeting.	Minor housekeeping change. Approved at Council in May 2023.
Article 8 – Regulatory and other committees	Removed reference to paragraphs in O&S applying to all other committees and cabinet, due to O&S rules having been amended.	Housekeeping changes. Approved at Council in May 2023.
Article 9 – Audit and Corporate Governance Committee	Amended to reflect CIPFA guidance.	Amended in 2021 – no further changes required.
Article 9A – Standards Committee	Minor amendments.	Added in 2021. Minor housekeeping changes. Approved at Council in May 2023.
Article 10 - Champions	No changes required.	No changes required.
Article 11 – Joint Arrangements	Remove reference to wellbeing powers as general power of competence is wider than this and there are other powers to support joint arrangements.	Housekeeping changes to reflect law. Approved at Council in May 2023.
Article 12 – Officer roles and statutory chief officer functions	The Article needs to reflect the chief officer structure and this requires confirmation as to reporting lines to the Chief Executive and should be reviewed by the new Chief Executive.	Previously amended in May 2021, May and September 2023.
Article 13 – Decision-making		Amended in 2021 and 2022 – no further changes required.
Article 14 – Finance, Contracts and Legal Matters	Main amendments: <ul style="list-style-type: none"> Add in Monitoring Officer for institution of legal proceedings, authentication of documents and affixing common seal. 	Minor housekeeping changes. Approved at Council in May 2023.
Article 15 – Review and Revision of the Constitution	Main amendment: <ul style="list-style-type: none"> Permit housekeeping changes to be made by MO and reported to Council and to require annual review of Constitution. 	Housekeeping changes. Approved at Council in May 2023.
Article 16 – Suspension Interpretation and Publication of the Constitution	No changes required.	No changes required.
Article 17 – Petitions Scheme	Main amendment: <ul style="list-style-type: none"> Removed data protection act requirements as not compliance with 	Housekeeping changes to reflect law. Approved at Council in May 2023.

	<p>law. Replace with reference to published privacy notices.</p> <ul style="list-style-type: none"> Remove reference to publishing material in pre-election period, as this should be considered having regard to relevant Code, which applies at all times. 	
Sch 1 – Description of executive arrangements	No changes required.	No changes required.
Part 3 – Responsibility for Functions		
3.1 Responsibility for Functions and Scheme of Delegation	<p>Minor amendments proposed:</p> <ul style="list-style-type: none"> Remove reference to Employment and Appeals Committee and Appeals Sub-Committee as the appeals functions no longer sit at member level. The Employment Committee is not a quasi-legal body. 	To be approved May 2024.
3.2 Committee Structure	Amended by Democratic Services to show correct committee structure.	May 2023
3.3 Responsibility for Local Choice Functions	Reviewed and amended in 2021/22.	Amended in November 2021.
3.4 Responsibility for Council Functions	<p>Main amendments:</p> <ul style="list-style-type: none"> Council functions - Re-drafting of council functions to reflect current legislation, the articles of the constitution and new approved financial procedure rules. Planning Committee – updated terms of reference and public participation rules. Licensing Committee – redrafted to refer to broad functions and power to determine functions that do not sit with another committee. Employment Committee – removed appeal functions from Employment and Appeals Committee as no longer compliant with law or Council policy. Clarified functions of each of the “staffing” committees to comply with statutory governance officer and chief officer employment rules. Appointments Committee is a full 	Approved at Council in May 2023. Planning Committee terms of reference approved September 2023.

	committee and not a sub-committee of Employment Committee.	
3.5 Responsibility for Executive Functions	Amended in 2021 and 2022.	No change required.
3.6 Scheme of Delegation to Officers	This will be reviewed once the new Chief Executive has reviewed chief officer structure.	Approved at Council in April 2024.
3.7 Cabinet Portfolios	Amended to reflect new structure of cabinet.	December 2023.
3.8 Appeals Panels and Other Bodies	<p>Main amendments:</p> <ul style="list-style-type: none"> • Significant re-drafting to comply with legislative requirements and Government guidance. • SACRE – amended to comply with legislative requirements on membership and voting and to reference correct legislation. • Corporate parenting panel – redrafted to reflect corporate parenting principles in Children and Social Work Act 2017 and to pick up on learning from the corporate parenting panel review. This includes ensuring the panel is more open and transparent even when meetings are not held in public. • Local Access Forum – further consideration to be given to whether this can be a joint committee across Berkshire. This will be reported back to a future Council meeting if a change is to be proposed. 	<p>Housekeeping changes to reflect law, guidance and review of corporate parenting panel. May 2023.</p> <p>SACRE and corporate parenting panel ToR approved in July 2023.</p>
Part 4 – Procedure Rules		
4.1 Council Procedure Rules	To be reviewed in 2024/25 by new Monitoring Officer.	Minor changes approved in July 2023.
4.2 Access to Information Procedure Rules	<p>Main amendments:</p> <ul style="list-style-type: none"> • Housekeeping changes to reflect changes in law and principal office and to reflect that certain rules apply to officer and single member decisions. • Distinguished between key decisions made by officers and significant officer decisions. Significant officer decision rules moved to Officer Scheme of Delegation. 	Approved at Council in May 2023.
4.3 Budget and Policy Framework Procedure Rules	To be reviewed in 2024/25 by new Monitoring Officer.	To be reviewed in 2024/25.
4.4 Executive Procedure Rules	Major review in 2022.	Approved July 2022.

4.5 Overview and Scrutiny Procedure Rules	Amendments made to reflect new scrutiny structure.	Approved at Council in May 2023.
4.6 Financial Procedure Rules	Major review in 2022.	Amended in 2022
4.6a Contract Procedure Rules	Amendments made in 2021, 2022 and early 2024. It is proposed that amendments will be made to reflect new procurement legislation and these will be approved in July 2024.	Proposed to bring back to July 2024 Council for approval.
4.7 Officer Employment Procedure Rules	Significant re-drafting to reflect legislative requirements and to deal with directly employing Director of Public Health.	Approved at Council in May 2023. Further changes made following restructure in September 2023.
Part 5 – Ethical Framework		
5.1 Code of Conduct for Members	Model Code adopted in 2021	No changes required.
5.2 Code of Conduct for Members in relation to Planning Matters	Amended to reflect best practice and following review of Planning Committee ToR.	Approved in September 2023.
5.3 Local code of conduct for employees	Proposed amendments include: <ul style="list-style-type: none"> • Change to code of conduct for officers, as opposed to just employees • Reference to use of social media • Reference to standards of behaviour and dress • Housekeeping changes to simplify language and provide examples, including duty to report breaches by other staff. 	To be approved May 2024.
5.4 Member officer relations code	Reviewed and amended to reflect best practice, including re-drafting access to information rights.	Approved January 2024.
5.5 Whistleblowing code	Reviewed and amended in 2022. Reviewed by Standards Committee in March 2024 and no changes required.	Approved in 2022.
5.6 Monitoring Officer Protocol	To be reviewed in 2024/25 by new Monitoring Officer, including taking into account LGA guidance on “golden triangle”.	To be reviewed in 2024/25
5.7 Anti Fraud Corruption	To be reviewed in 2024/25 by new finance director.	To be reviewed in 2024/25.

Strategy and Policy		
5.7.1 Anti Fraud Response Plan	To be reviewed in 2024/25 by new finance director.	To be reviewed in 2024/25.
5.7.3 Donation and sponsorship acceptance policy	To be reviewed in 2024/25 by Monitoring Officer.	To be reviewed in 2024/25
5.8 Joint protocol of external auditors views.	To be reviewed in 2024/25 by new finance director.	To be reviewed in 2024/25
5.9 Policy Statement on Corporate Governance	Reviewed and amended in 2021 to reflect CIPFA/SOLACE guidance. Updated in 2024 to change it to a Code of Corporate Governance and to include positive commitments for officers and members on corporate governance reflecting the principles in the CIPFA/SOLACE framework.	To be approved May 2024
5.10 Guidance on housing and council tax benefits work	Propose to remove – it appears this is an old document from 1999 and it is significantly out of date. It is unclear what benefit the guidance adds to what is already in the Member Officer Relations Protocol and Code of Conduct for Members.	Propose it is removed by decision of Council in May 2024.

Slough Borough Council**REPORT TO:** Annual Council **DATE:** 16 May 2024**CONTACT OFFICER:** Alexander Polak, Head of Governance & Scrutiny
(For all enquiries)**WARD(S):** All**PART I**
FOR DECISION**APPOINTMENT OF CABINET, COMMITTEES, OTHER BODIES AND THEIR CHAIRS, AND ALLOCATION OF POLITICAL GROUP OFFICER SUPPORT****1 Purpose of Report**

To appoint members to the committees and other specified bodies of the Council as set out in the Constitution, in line with the rules of political proportionality, including any adjustments to the sizes of committees as necessary to assist with the application of proportionality.

To agree the appointment of the Chairs and Vice Chairs of those committees, and other specified bodies.

To allocate Political Group Officer support to Political Groups.

To receive the report of the Leader on the appointment of the Deputy Leader and the Cabinet.

2. Recommendations

The Council is requested to resolve:

- (a) That Committees and other bodies be appointed, that their sizes be adjusted as necessary to facilitate proportionality, and seats thereon allocated to political groups in accordance with the rules of proportionality where applicable, all as per **Appendix 1 (TO FOLLOW)**
- (b) That appointments be made to Committees and other bodies in accordance with the nominations received from political groups as per **Appendix 2. (TO FOLLOW)**
- (c) That the Chairs and Vice-Chairs of the above bodies be appointed as per **Appendix 2. (TO FOLLOW)**
- (d) That the report of the Leader on appointment of the Deputy Leader and Lead Members (the Cabinet) and their portfolios be received as per **Appendix 2.**
- (e) That Political Group Officer support to Political Groups is agreed for the 2024/25 municipal year.
- (f) To approve the timetable of ordinary meetings of the Council for 2024/2025 as set out in the report.

Commissioners Review

Commissioners have no specific comments on the report.

3. **Strategic Priorities**

Effective, transparent, and equitable democratic and decision-making processes are an essential pre-requisite to the delivery of all the Council's priorities.

4. **Other Implications**

(a) Legal Implications

The recommendations within this report meet legal requirements (primarily the Local Government & Housing Act 1989 and associated Regulations). The proposals have no workforce implications and any financial implications have been reflected within the approved budget.

The rules for the allocation of seats are set out in Sections 15 and 16 of the Local Government and Housing Act 1989 (the 1989 Act) and the Local Government Committee and Political Group Regulations 1990. The Council has an obligation to ensure compliance with the legislative requirements for political proportionality in relation to the allocation of seats and the nominations to them where members are organised into different political groups. Should the Council wish to not apply the political proportionality requirement, then it may only do so in accordance with section 17 of the 1989 Act and provided that no member of the Council votes against.

(b) Financial Implications

The Scheme of Members Allowances allocates Special Responsibility Allowances and these are included in the Council's budget.

5. **Supporting Information**

- 5.1 It is a requirement to appoint to the Committees and other bodies as set out in the Constitution.

Allocation of Seats on Committees, Sub-Committees and other Bodies

- 5.2 The Council, in undertaking its duty to allocate seats to political groups is required, as far as reasonably practicable, to give effect to the statutory principles below:
- (i) Where an authority has two or more political groups, no formal committee may comprise Members from just one political group;
 - (ii) Where a majority of Members are from one political group, that political group must have a majority of the seats on each committee;
 - (iii) Without being inconsistent with (i) and (ii) above, the number of seats on the ordinary committees which are allocated to each political group bears the same proportion to the total of all the seats on all the committees of

the Council as is borne by the number of members of that group to the membership of the authority

- (iv) Without being inconsistent with (i) to (iii) above, , that the number of seats on the body which are allocated to each political group bears the same proportion to the number of all the seats on that body as is borne by the number of members of that group to the membership of the Council.

The political proportionality rules also apply to those outside bodies dealing with local government matters to which the Council appoints three or more representatives.

- 5.3 The Council is asked to agree the allocation of seats on committees, sub-committees and other bodies and to appoint to those seats. The allocation of seats on those Committees where proportionality applies has been calculated and is set out in **Appendix 1** (to follow).
- 5.4 Some committees have specific training requirements before members can sit on those committees. In these cases, those members will be offered that training before the first meeting and may not attend until that training has been completed. In other cases, there are legal requirements or constraints on e.g. whether Cabinet Members can or must be appointed to certain committees. The proposals in **Appendix 2** (to follow) will take account of these requirements.
- 5.5 Nominations from political groups for appointments to seats on Committees, etc. have been sought and will be circulated as **Appendix 2** when received.

Allocation of Political Group Officer Support

- 5.6 Under the Local Government & Housing Act 1989 Councils are free to decide whether to have Political Group Support Officers. If they do have such roles in their officer structure, then a political group qualifies for support if it comprises at least 10% of the membership of the Authority. Statements of Group membership have not yet all been received at the time of writing. However as of the election in May 2023 the Conservative Group secured 21 seats (50%) Labour Group secured 18 seats (43%) and the Liberal Democrats Group 3 seats (7%). As the Liberal Democrat political group does not have at least 10% of the membership, it is not entitled to any political group officer support.
- 5.7 A political group cannot have more than one political assistant and the total number of political assistants is limited to three. In the previous municipal year, the Conservative Group and Labour Group both received 37 hours of support per week. The Council will need to take a decision on support provided to political groups based on the Groups' Memoranda once received.

Dates of Council Meetings – 2024/25

- 5.8 The Constitution requires the timetable of ordinary meetings of the Council for the forthcoming year to be approved at the Annual Meeting. The dates of Council meetings (all taking place at 7.00pm) for 2024/25 were previously agreed at the Council meeting on 25th April 2024 and are as follows:
- 25th July 2024
 - 26th September 2024

- 28th November 2024
- 23rd January 2025
- 27th February 2025 (Budget - Extraordinary)
- 24th April 2025
- 15th May 2025 (Annual)

6. **Appendices**

Appendix 1 – Allocation of Seats

Appendix 2 - Cabinet and Committee and other bodies - appointments in accordance with proportionality rules where applicable

7. **Background Papers**

None.

SLOUGH BOROUGH COUNCIL

REPORT TO: Annual Council **DATE:** 16th May 2024

CONTACT OFFICER: Alex Polak, Head of Governance & Scrutiny

WARD(S): All

PART I
FOR DECISION

APPOINTMENTS TO OUTSIDE BODIES 2024/25

1. Purpose of Report

To appoint/nominate representatives to serve on outside bodies.

2. Recommendations

The Council is requested to resolve the appointments and nominations to the outside bodies set out in Appendices A and B, for the Municipal year 2024/25.

Commissioners Review

Commissioners have no specific comments on the report.

3. Strategic Priorities

- 3.1 The Council works with a range of partners and outside bodies that either provide or assist in providing services which contribute to the Council's priorities. Many outside bodies utilise volunteers from the local community to assist them with organising fund-raising activities and assisting in the delivery of their services. The Council may provide financial assistance to those outside bodies which it sees as essential to delivering its priorities. The Council fully appreciates the assistance and role which many of the volunteers play in delivering services to the local community.

4. Other Implications

4.1 Legal & Human Rights Implications

There are, on the whole, neither legal nor human rights implications relating to the appointment of representatives to outside bodies. Some outside bodies have been established by statute. Any potential or perceived conflicts of interest should be avoided.

Members will be indemnified in their appointments to outside bodies/organisations.

4.2 Financial

The Council may provide financial assistance to those outside bodies which are considered essential in implementing its key priorities. Out of Borough travel expenses are payable to Council representatives. This cost is met from the budget for Members' Allowances.

4.3 Workforce

Officers from the Council are involved in monitoring/supporting the Council's representatives and in some cases are required to attend the meetings of the key organisations

5. Supporting Information

5.1 At the start of each municipal year the Council considers appointments and nominations to outside bodies.

5.2 The Council has agreed to adopt a two level approach to its representation on outside bodies:

Level 1 - Corporate Bodies where Members have significant liability and/or the body has significant responsibility for service delivery.

Level 2 - Outside bodies where members have no significant liability/responsibility for service delivery.

Members appointed to outside bodies are appointed with full voting rights and as such any liability is covered by the Council.

5.3 The Council will note that a number of Members are appointed to outside bodies by virtue of the office they hold (e.g. Lead Members or Committee Chairs). In such cases, Members are required to stand down from any such outside body to which they were appointed as soon as they cease to hold the office in question.

5.4 Nominations have been sought from the political groups and will be circulated prior to the meeting. Appendices 'A' and 'B' set out the appointments required for consideration by the Council.

5.5 In nominating Members to serve on outside bodies, Groups must take account of:

- Any potential or perceived conflicts of interest relating to either that Members register of interests or any other position they may hold on the Council such as a Lead Member or chair of a committee.
- The skills, knowledge and expertise of Members they are nominating to outside bodies to ensure the Council's representatives can fully contribute and ensure the relationship between the authority and outside bodies is effective.

6. Appendices

Appendix A - Level 1 - Corporate Bodies where Members have significant liability and/or the body has significant responsibility for service delivery (TO FOLLOW)

Appendix B - Level 2 - Outside bodies where members have no significant liability/responsibility for service delivery (TO FOLLOW)

7. Background Papers

Correspondence file relating to Outside Bodies.

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OUTSIDE BODIES
APPOINTMENTS TO OUTSIDE BODIES / PARTNERSHIPS 2024 / 2025

Level 1 – (Corporate Bodies where Members have significant liability and/or the body has significant responsibility for service delivery)

	Outside Body	Total Reps (Member/Officer)	Purpose of Outside Body	Whether a Statutory (S), Best Practice (BP) or Other (O) Appointment & Meeting Arrangements	Representative(s) appointed 2023/2024 or other period as stated	Status (Director / Trustee / Councillor)	Nominations required 2024/25
1.	Berkshire Healthcare NHS Foundation Trust – Council of Governors	1 Member (preferably Lead Member for Social Care & Public Health)	Provision of Mental Health services to the Slough area	BP	Councillor Wright	Governor Observer	1
2.	Berkshire Prosperity Board	1 Member (normally the Leader of the Council)	Joint Committee of the six Berkshire authorities to carry out a range of functions to promote economic prosperity. The BPB functions and procedure rules state membership should be the Leader of the authority where practicable for councils operating executive arrangements. The voting member must be a member of the executive.	S	N/A	Voting Member	1
3.	Berkshire Local Transport Body	1 Member (suggested Lead Member with responsibility for transport) and 1 named Deputy)	From 2015 funding for major transport schemes has been devolved to the BLTB which is a voluntary partnership between Local Enterprise Partnerships and the LA, Slough BC is the Accountable Body that provides Section 151 Officer, legal and secretariat support to the LTB. The main purpose of BLTB is to prioritise infrastructure schemes to receive the funding allocated.	S Three times a year	Councillor Bedi (later replaced by Councillor Kelly following change to Cabinet portfolios) (Deputy, Councillor I Ahmed)	Councillor	1 Plus 1 Deputy

	Outside Body	Total Reps (Member/Officer)	Purpose of Outside Body	Whether a Statutory (S), Best Practice (BP) or Other (O) Appointment & Meeting Arrangements	Representative(s) appointed 2023/2024 or other period as stated	Status (Director / Trustee / Councillor)	Nominations required 2024/25
4.	Royal Berkshire Fire Authority *Allowance payable 2022/23 was £2,596.66 per annum	3 Members (normally allocated on a politically proportionate basis)	To provide a fire service for Berkshire	S 4 times a year Rotates 6.30 p.m.	Councillors Shah, Stedmond, Dar	Members	3
5.	Safer Slough Partnership	1 Member (usually the Lead Member with portfolio responsibility)	Requirement for the police, local authorities and other key agencies to work together to tackle crime and disorder. Safer Slough Partnership seeks to reduce crime, anti-social behaviour and the fear of crime.	BP	Councillor Muvvala	Member	1
6.	Thames Valley Athletics Centre Management Committee	1 (Usually the Lead Member responsible for leisure) 1 Deputy required	Supervision and monitoring of the management contractor and acting to dispense the daily business in short-term planning in operation of the facility (including financial matters) except where either the trust or the Committee are of the opinion that the matter should be referred to the trust.	S (Joint Arrangement) At least four times per annum. Eton.	Councillor I Ahmed (Councillor Iftakhar– Deputy)	Member	1 Plus 1 deputy
7.	Thames Valley Athletics Centre Trust	1 (Usually the Lead Member responsible for leisure) 1 Deputy required	The provision of facilities for recreation or other leisure time occupation for the benefit of the public in the interests of social welfare, particularly in the Royal Borough of Windsor & Maidenhead and the Borough of Slough. The advancement of education (particularly physical education) for the benefit of pupils at Eton College and any other schools or other places of education in the Boroughs of Windsor & Maidenhead and Slough.	S (Joint Arrangement) At least twice per year. Eton.	Councillor I Ahmed (Councillor Iftakhar – Deputy)	Trustee	1 Plus 1 deputy

	Outside Body	Total Reps (Member/Officer)	Purpose of Outside Body	Whether a Statutory (S), Best Practice (BP) or Other (O) Appointment & Meeting Arrangements	Representative(s) appointed 2023/2024 or other period as stated	Status (Director / Trustee / Councillor)	Nominations required 2024/25
8.	Slough Safeguarding Partnership - Children	1 Member (must be Lead Member responsible for children's services)	The objective of partnership is to coordinate and to ensure the effectiveness of their member agencies in safeguarding and promoting the welfare of children. Membership includes local authorities, health bodies, the police and others.	S 4 times a year. Daytime.	Councillor Kelly (later replaced by Councillor Bedi following changes to Cabinet portfolios)	Member	1
9.	Slough Safeguarding Partnership - Adults	1 Member (must be Lead Member responsible for adult services)	National guidance requires each local authority to establish a Safeguarding Partnership. Members are from across health and social care agencies and service user groups.	S 4 times a year. Daytime-venue varies.	Cllrs Wright	Member	1

Level 2 – (Bodies/Organisations – No significant Liability/responsibility for service delivery)

	Outside Body	Total Reps (Member/Officer)	Purpose of Outside Body	Whether a Statutory (S), Best Practice (BP) or Other (O) Appointment & Meeting Arrangements	Representative(s) appointed 2023/24 or other period as stated	Status of Appointment (Director / Trustee / Councillor)	Nominations required 2024/25
1.	Heathrow Community Engagement Board (or successor body)	1 (Member or Officer) (Suggested Lead member with portfolio responsibility plus deputy)	The Board was an advisory body constituted by Heathrow Airport Limited in accordance with Section 35 of the Civil Aviation Act 1982 as a means of consultation with regard to the management of administration of the airport. It is currently undergoing a review and any appointment is subject to that review.	O Quarterly	Councillor Bedi	Councillor/ Member	1 (plus deputy)
Page 104	Parking & Traffic Regulation Outside London Joint Committee (PATROLJC)	1 Member (Lead Member for transport)	To oversee the operation of the National Parking Adjudication Service which hears appeals against penalty tickets issued under Decriminalised Parking Enforcement.	S Twice yearly Venue varies Day time	Councillor Bedi	Councillor	1
3.	Slough Local Access Forum	2 Members	A statutory advisory forum providing advice and guidance to the Council and the Countryside Agency on ways in which the area can be made more accessible and enjoyable for open-air recreation while having regard to social, economic and environmental interests.	S Quarterly. Evening meetings.	Councillors Rana and Manku	Councillor	2
4.	Groundwork South (formerly Groundwork Thames Valley)	1 (Member or Officer)	Promotes environmental regeneration in and around the Colne and Thames Valley.	O Meets four times a year. Denham Country Park daytime.	Councillor Rana	Councillor	1

5.	South East Employers	2 Members plus 2 deputies (Lead Member and Chair of Employment & Appeals Cttee) (Should not be employee of another LA or an employee or official of any of the LG unions)	To be an active and influential employers' organisation for local government in the South-East of England.	BP Twice per annum, in London during the daytime.	Councillors Chahal and Khawar (Deputies – Councillors Muvvala and Shaik)	Councillors	2 Plus 2 deputies
6.	St Mary's School Charity. (Charitable Trust)	2 Members	Enhancement of education of children and young persons in Slough.	O Meets at least twice per year in Slough. Evening meetings.	Councillors Iftakhar and Manku	Trustee	2
7.	Standing Conference on Archives	1 (Member) and 1 (Officer)	To act as a channel of communication with the major users and depositors of documents; to be a means of consultation to identify their views and expectations; and to serve as forum for debate regarding the future direction of the Record Office.	Twice a year- (usually in October)	Councillor Satti	Councillor	1
8	Strategic Aviation Special Interest Group (SASIG)	1 Member plus deputy	SASIG seeks to ensure that any national aviation strategy for the UK is implemented through regional planning guidance and other planning processes so as to reconcile economic, social and environmental issues in a sustainable way.	O	Councillor Muvvala Deputy – Councillor E Ahmed	Councillor	1 plus deputy
9.	Slough Council for Voluntary Service. (Unincorporated Association and Registered Charity)	1 Member plus Deputy. 1 Officer	Provides forum where voluntary and statutory bodies can discuss local issues relating to advancement of education, furtherance of health and relief of poverty and sickness.	BP At least monthly in Slough. Evening meetings.	Councillor Stedmond (Councillor Dauti - Deputy)	Councillor	1 Member plus deputy
10.	Local Government Association	3 Members	LGA is the national voice of local government. Aim to influence and set the political agenda on the issues that matter to councils.	Twice a year Daytime	Councillors Smith, Bedi, Muvvala	Councillor	3 Members

