

Date of issue: Wednesday, 31 March 2021

MEETING:	CABINET	
	Councillor Swindlehurst	Leader of the Council and Cabinet Member for Regeneration & Strategy
	Councillor Akram	Deputy Leader of the Council and Cabinet Member for Governance & Customer Services
	Councillor Anderson	Sustainable Transport & Environmental Services
	Councillor Bains	Inclusive Growth & Skills
	Councillor Carter	Children & Schools
	Councillor Mann	Planning & Regulation
	Councillor Nazir	Housing & Community Safety
	Councillor Pantelic	Health & Wellbeing
DATE AND TIME:	MONDAY, 12TH APRIL, 2021 AT 6.30 PM	
VENUE:	VIRTUAL MEETING	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 07749 709 868	

NOTICE OF MEETING

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

All in order,

JOSIE WRAGG
Chief Executive

AGENDA

PART I



<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	Apologies for absence.		
1.	Declarations of Interest	-	-
	<i>All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i>		
	Minutes of the Meeting held on 15th March 2021	1 - 6	-
3.	Food Poverty Task & Finish Group Update	7 - 14	All
4.	Development and Execution of a Place Brand for Slough	15 - 72	All
5.	Observatory House - Lease Arrangements	To Follow	All
6.	Revised Slough Local Outbreak Management Plan	73 - 146	All
7.	Covid-19 Decisions Update	147 - 156	All
8.	CIF Annual Report & 2021/22 Cabinet Allocations	To Follow	All
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10.	References from Overview & Scrutiny	-	All
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Press and Public

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

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

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

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

Note:-

Bold = Key decision

Non-Bold = Non-key decision

Cabinet – Meeting held on Monday, 15th March, 2021.

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

Also present under Rule 30:- Councillors Ajaib and Hulme

PART 1

118. Declarations of Interest

No declarations were made.

119. Minutes of the Meeting held on 1st February 2021 and the Extraordinary Meeting held on 22nd February 2021

Resolved – That the minutes of meeting of the Cabinet held on 1st February 2021 and the Extraordinary Meeting held on 22nd February 2021 be approved as a correct record.

120. Future Delivery Model for Slough Children's Services

The Lead Member for Children & Schools and the Interim Executive Director of People (Children) introduced a report that sought agreement for the proposed future delivery model for Slough children's services.

It was proposed to change the governance arrangements for Slough Children's Services Trust to make it wholly owned by Slough Borough Council and to transfer additional services to the organisation in order to aid service coherence. The Cabinet noted the financial, legal and operational issues as set out in the report. The total contract value was still to be finalised but would be circa £35m in 2021/22 which included the additional services proposed to be transferred which were the targeted Early Help and Not in Employment Education or Training services. The recommendations included approving the governance arrangements and change of name to Slough Children First Limited; entering into a five year service delivery contract with the company to begin on 1st April 2021, with an option to extend by two years; and sought to resolve the Trust deficit issues and approve a loan from the Council to Slough Children First of £5m to provide working capital.

Lead Members recognised that this was a significant move forward with the aim of continuing to improve children's services in Slough. The new arrangements would strengthen the relationship with the Council with the aim to improve the resilience and flexibility of the services; financial benefits and efficiencies; improved safeguarding and service delivery leading to better outcomes for children and families.

At the conclusion of the discussion the recommendations were reviewed and agreed.

Resolved –

- (a) That the Company's articles of association be approved, to make it wholly owned by the Council, including agreeing a change in its name to Slough Children First Limited, and to the reserved matters set out in paragraph 6.4 of the report;
- (b) That it be agreed that the targeted Early Help and Not in Employment, Education or Training (NEET) services functions being transferred to the Company with a proposed start date of no later than 1 July 2021;
- (c) That the Council enter into the Governance Side Agreement with the DfE setting out details of the consent and consultation rights exercisable by the Secretary of State whilst specified functions are subject to statutory intervention;
- (d) That the Council enter into a five year (extendable by two years) service delivery contract with the Company with a proposed start date of 1 April 2021;
- (e) That the Council enter into formal support services arrangements by 1 September 2021;
- (f) That it be agreed to write off £2.4m of the accumulated Children's Services Trust Company deficit incurred in the initial years of the contract for providing services to Children, with the remainder covered by DfE grant as assumed in the Council's 2021/22 – 2023/24 Medium Term Financial Strategy and the MHCLG Capitalisation Directive;
- (g) That a loan be approved from the Council to Slough Children First Ltd of £5m to provide the company with working capital, to be repaid within 30 days of the final payment to the Company in relation to the contract;
- (h) That delegated authority be given to the Executive Director of Corporate Resources, in consultation with the Executive Director of People (Children) and the Leader to:
 - i. finalise the details and commencement date of the service delivery contract and other associated documents, including licences and leases for property, and to implement the arrangements;
 - ii. grant licences for the Company to use Council property as required from 1 April 2021;
 - iii. finalise the terms of the loan agreement.
- (i) That delegated authority be given to the Chief Executive, following consultation with the Leader of the Council, to:
 - i. agree the final scope of services to transfer to the Company by 1 July 2021 and to agree any further services to transfer to the

- Company, subject to this not involving the transfer of more than 20 additional staff;
- ii. make decisions on reserved matters as the Council's member representation, including agreeing the adoption of the final agreed version of the Articles of Association;
- iii. finalise the details of the Governance Side Agreement.

121. Youth Offer and Youth Centre Project Progress Report

The Lead Member for Children & Schools introduced a report that updated on the progress of refreshing the 'youth offer' and Youth Centre project in Slough.

The Associate Director, Place Regulation gave a detailed presentation which set out the drivers behind the refreshed offer, including rising youth unemployment, limited social connection and desire to improve mental health; the aims and objectives and the principles that underpinned the approach being taken. The youth offer from 2021 onwards had been developed following engagement with young people and their voice was also central in designing the youth centre. The new youth 'hub' would be aligned with the 2040 Vision for Slough and the Localities Strategy. It aimed to be an inclusive and accessible new centre and be a place where support could be available for housing, training and education, substance misuse, arts and cultural facilities. Work was underway assess suitable sites and develop a business case with a view to the new centre opening in 2022.

The Cabinet welcomed the refresh of the youth offer and particularly the new centre. Lead Members and Officers had visited similar facilities elsewhere to identify good practice but the design of the new building and services would be specific to Slough. Engagement with young people in developing the facility was a key priority for the Cabinet and the Associate Director provided assurance they would be part of the design process and encouraged to take ownership of the project. Early engagement had already taken place but it was recognised that more detailed discussions would be required about the design, services and particularly how to make the building feel a safe and inviting space for young women and all other users.

Lead Members reviewed and approved the recommendations and agreed to receive a further report in the summer of 2021 on the site options and business case for the new Youth Centre.

Resolved – That the progress towards the project aims be noted and that the Cabinet receive a further report in summer 2021 on the site options and business case.

122. Performance & Projects Report - Quarter 3 2020/21

The Lead Member for Governance & Customer Services and the Strategic Programme Management Office Manager introduced a report that provided

Cabinet with the latest performance information for the third quarter of the 2020/21 financial year to the end of December 2020.

It was noted the updates relating to education should be read with caution given the fact exams were cancelled in 2020 meaning these indicators were not directly comparable with previous years. The report also showed the other ongoing impacts of Covid-19, which had significantly influenced several indicators. The Cabinet noted that eight key performance indicators were rated 'green', eight were 'amber' and five were 'red'. In terms of projects twenty-four were 'green' or 'amber' and just two were 'red'. Performance improvements included a 2.2% year-on-year improvement in the recycling rate and 36 more Houses in Multiple Occupation being licenced compared to the previous quarter. There had been performance deterioration in areas including Business Rates and Council Tax collection due to the pandemic, unemployment had risen to 8.4% and crime levels remained relatively high since restrictions were eased after the first Covid lockdown.

The Cabinet discussed the crime figures and community safety issues facing the borough, both in terms of short term trends impacted by Covid lockdowns and longer term underlying issues that had been consistently reported for several years. The Lead Member for Health & Wellbeing commented on the 'national conversation' about crime and safety for women that had begun following the recent murder of Sarah Everard in London. It raised a number of wider issues which directly related to some of the concerning crime statistics in the report such as the increase in violent crime. Members discussed the fear of crime, measures that were needed to tackle the culture of harassment of women, the work of the Safer Slough Partnership and the need to ensure the design of place and buildings took safety fully into account. It was agreed that that Cabinet would receive a report in the summer of 2021 on safety in public places in Slough, particularly in the town centre, which set out the work being done and the further improvements that could be made.

At the conclusion of the discussion the report was noted.

Resolved –

- (a) That the Council's current performance as measured by the performance indicators within the balanced scorecard, the progress status of the gold projects, and progress against the Manifesto commitments be noted.
- (b) That the Cabinet receive a report in the summer of 2021 on safety in public spaces, particularly in the town centre.

123. Covid-19 Decisions Update

The Cabinet received a report which set out the further significant decisions taken by Officers in response to the Covid-19 pandemic and it was agreed that the Executive decisions be ratified.

A further appendix was tabled that set out the significant decision that would shortly be taken by the Returning Officer regarding the locations of polling stations for the borough, police and crime commissioner and Wexham Court Parish elections on 6th May 2021. The Government had decided that polls should proceed with additional measures in place to make the elections Covid-19 secure. It had also been necessary to review a number of polling stations to minimise the use of school sites and avoid further disruption to education. The revised list of polling stations had been discussed by Silver in relation to Covid-19, and whilst the final decision was for the Returning Officer the list was published and noted as an appendix to the report in the interests of transparency.

Resolved –

- (a) That the report be noted;
- (b) That the Significant Decisions taken by Silver as set out in Appendix A to the report be ratified;
- (c) That the Significant Decision on polling station locations for the elections on 6th May 2021 as considered by Silver on 9th March and to be made by the Returning Officer (Appendix B), as tabled at the meeting be noted.

124. References from Overview & Scrutiny Committee

The Cabinet considered a reference from the Homelessness and Rough Sleeping Task & Finish Group that had been commissioned by the Neighbourhoods & Community Services (NCS) Scrutiny Panel.

The chair of the Task & Finish Group, Councillor Ajaib, and the Chair of the NCS Scrutiny Panel, Councillor Hulme, addressed the Cabinet and summarised the findings and recommendations. The aim had been to identify actions that would provide better and more intensive support for some of the most vulnerable people in Slough. The Task & Finish Group had made a wide range of recommendations set out fully in paragraph 5.3 of the report relating to strategic partnerships, collaboration & funding; communications; commissioning, complex needs and supply; health and mental health; skills and strengths; localities and customer services; and safety.

The Cabinet welcomed the report from the Task & Finish Group and the Panel. The Executive Director of Customer & Community commented that Officers also welcomed the report and had already started to implement some of the findings. It was noted for example that the debt welfare team had been expanded to provide the necessary support to try to prevent homelessness. The Cabinet was advised that the recommendations could therefore be accepted.

It was agreed to adopt the recommendations as set out and to receive an update report in November 2021 on the progress in implementing the

recommendations. It was suggested that that update be considered by the scrutiny panel before coming to Cabinet.

Resolved –

- (a) That the report of the Homelessness & Rough Sleeping Task & Finish Group be welcomed.
- (b) That the recommendations as laid out in section 5.3 of the report be endorsed.
- (c) That the Scrutiny Panel receive an update report in September 2021 and the Cabinet be updated in October 2021.

125. Notification of Decisions

The Cabinet considered and endorsed the Notification of Key Decisions published on 12th February 2021 which set out the key decisions expected to be taken by the Cabinet in the next three months.

Resolved – That the published Notification of Decisions be endorsed.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.12 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 12 April 2021

CONTACT OFFICER: Richard West, Director, Customer & Community
(For all enquiries) 01753 690965

WARD(S): All

PORTFOLIO: Cllr Natasa Pantelic, Cabinet Member for Health and Wellbeing

PART I
NON-KEY DECISION

FOOD POVERTY TASK & FINISH GROUP UPDATE**1 Purpose of Report**

To update Cabinet on the actions taken so far, and planned next steps, to implement the recommendations of the Food Poverty Task & Finish Group

2 Recommendation

The Cabinet is requested to note the actions taken so far and proposed next steps listed in sections 5.2 and 5.3.

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

The implementation of the Task and Finish Group's recommendations is anticipated to support the delivery of the following SJWS priorities:

1. Starting Well
2. Strong, healthy and attractive neighbourhoods
4. Workplace health

3b Five Year Plan Outcomes

The implementation of the Task & Finish Group's recommendations relates to the following priority outcomes of the Five Year Plan.

- Outcome 1: Slough children will grow up to be happy, healthy and successful
- Outcome 2: Our people will be healthier and manage their own care needs
- Outcome 5: Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

4 Other Implications**(a) Financial**

There are no financial implications to report at this stage, further to those previously reported to Cabinet:

Recommendation	Likely cost level
Develop a commitment and a proactive strategy to tackle food poverty in Slough.	No cost
Create a directory of (and promote) all available services.	No cost
Start to monitor household food insecurity.	Low cost
Coordinate with schools to ensure all children have access to food 365 days a year.	High cost
Explore ways to reduce fuel poverty using regulatory tools such as the Housing Act 2004 and through the effective promotion of the various energy company obligation schemes already in operation in Slough.	High cost
Increase the capacity of the LWP team and provide customer service training.	High cost
Support and develop financial advice services.	High cost
Develop community orchards and plant fruit trees around the borough.	Low cost
Engage retailers and voluntary groups.	No cost
Consider more collaboration with probation services.	No cost
Improve working conditions and opportunities for Slough residents.	High cost
Organise an annual conference on food poverty.	low cost

There may be further costs identified with the proactive food poverty strategy, once this has been developed, which will be presented to Cabinet.

(b) Risk Management

There are no identified risks to the proposed recommendation.

(c) Human Rights Act and Other Legal Implications

Whilst the Council does not have a specific duty around food poverty, the issue links with a number of other duties and powers. For instance, the Council has a duty to safeguard and promote children's welfare and has a power to provide services in furtherance of this duty, public health duties, including in relation to healthy weight services for children, duties in relation to the care and support needs of adults and housing duties and powers, both in relation to those at risk of homelessness and to those living in unfit private sector housing.

(d) Equalities Impact Assessment

The work of the Task and Finish sought to address the effects of food poverty on health inequalities in Slough. Food poverty is more likely to impact on certain groups than others, including as follows:

- Low-income households;
- Black and minority ethnic groups;
- Men living alone;
- People suffering from mental health issues;
- Frail and poor older people;
- People with disabilities.

As of 2018-19 16.3% of Children under 16 in Slough were living in families with absolute low income and 18.5% were living in families with relative low income. As of 2018, 8.9% of households in Slough experienced fuel poverty.

One of the recommendations of the Task and Finish group is to have a monitoring system in place to ensure the Council has accurate data on which residents are most likely to be impacted by food poverty – and measures are being put in place to implement this (see recommendation 2, section 5.1).

(e) Workforce

The implementation of the Task and Finish Group's recommendations will require significant staff time and the support of senior leaders.

5 Supporting Information

5.1 Background

The findings of the Task and Finish Group were taken to the Cabinet at its session on 12th October 2020, and the group made 12 recommendations for SBC:

1. Develop a commitment and a proactive strategy to tackle food poverty in Slough Borough Council.
2. Create a directory of (and promote) all available services.
3. Start to monitor household food insecurity.
4. Coordinate with schools to ensure all children have access to food 365 days a year.

5. Explore ways to reduce fuel poverty using regulatory tools such as the Housing Act 2004 and through the effective promotion of the various energy company obligation schemes already in operation in Slough.
6. Increase the capacity of the LWP team and provide customer service training.
7. Support & develop financial advice services.
8. Develop community orchards and plant fruit trees around the borough.
9. Engage retailers and voluntary groups.
10. Consider more collaboration with probation services.
11. Improve working conditions and opportunities for Slough residents.
12. Organise an annual conference on food poverty.

At its meeting on 12th October, the Cabinet decided that recommendations 1, 2, 3, 8, 9, 10 and 12 should be agreed and actioned, noting that the specific mechanisms may be revised e.g. the annual conference proposed in recommendation 12 may be better achieved by similar means such as an annual summit. The other recommendations would require more detailed work to understand the service and financial implications.

5.2 Agreed recommendations

- **Recommendation 1**

A project is currently underway to develop a new strategic framework for Slough Borough Council, following on from the Slough 2040 Vision and Five Year Plan. The project team will consider options for how the proposed strategy might best be included within this framework, and ensure it is factored in to 2021/22 service planning. It is anticipated that the development of this strategy will be led by the new Associate Director for Community, once appointed.

The Slough 2040 Vision includes a commitment from partners to work together to alleviate poverty and ensure that everyone in Slough will have the opportunity to flourish and live well. Over the next year partners will be working to agree implementation plans, progress measures and plans to monitor progress in delivery.

- **Recommendation 2**

The Local Welfare Provision (LWP) team has ensured that information is being provided to relevant support agencies. The LWP team has also been developing working arrangements with other SBC departments - including debt and welfare rights, children and families. They are currently working with schools officers to build closer contacts with family support workers operating in schools. Commencing 16th April 2021, officers will be working on a directory looking at support and financial assistance to families, and how these will function in the new operating model.

- **Recommendation 3**

Data on the food support given to LWP customers is now being captured on a weekly and monthly basis. Officers are currently exploring how SBC can deploy the new Policy in Practice tool to establish gaps in income and identify individuals and households who may require additional support. This will allow for a more targeted approach to assist those most in need.

As part of the Our Futures programme and SBC's new operating model, the council is developing a new insight function, that will support its capability to prioritise interventions and further develop our ability to take preventative action. As part of this work the council has recently gained access to the Local Insight data tool, which is created by team who produce the Index of Multiple Deprivation. This tool will give the council a greater ability to examine key indicators at a ward and neighbourhood level.

Officers are also considering opportunities for using Free School Meals data to improve insight in this area.

- **Recommendation 8**

This recommendation will primarily be taken up in the planned new Parks and Allotments Strategy.

Community gardens and allotments have been identified as one of the 'inspired ideas' from residents that has been factored into the development of the Slough 2040 Vision, and access to allotments has been incorporated within the objectives that sit under the vision's second priority statement – 'Slough will have attractive, green neighbourhoods, which bring people together'.

There may also be further opportunities to pursue this recommendation through the Slough Urban Forest programme, which is currently being delivered, and will see thousands of trees planted across the borough.

- **Recommendation 9**

Over the last year the council has scaled up our collaboration with community groups, volunteers and retailers as part of our response to the pandemic, through the OneSlough group. The initiative has seen approximately 15,000 hot meals delivered to vulnerable people throughout the pandemic.

The council will explore opportunities for building on these relationships to implement this recommendation. Specific proposals will be brought through via the proactive strategy referenced in recommendation one.

- **Recommendation 10**

This recommendation will be incorporated within the proactive strategy referenced in recommendation one.

- **Recommendation 12**

This recommendation will be incorporated within the proactive strategy referenced in recommendation one, although alternatives to a conference format will also be examined.

5.3 Recommendations requiring further consideration

- **Recommendation 4**

The Winter Grant Scheme, introduced in December 2020, has enabled the council to support those most in need with the cost of food, energy, water bills and other essentials.

Funding from this scheme has been used to provide vouchers for the Christmas, February Half-Term and Easter holidays - providing £15 a week per child to help cover the extra expense of feeding children, who receive free school meals. They are redeemable in a large variety of supermarkets and small shops including Asda, Tesco, Sainsbury's, Waitrose and McColl's. Children who receive free school meals or early year's pupil premium can receive the vouchers. These are given out via their school or early years setting, which can then claim back the cost from the council.

Further funding from the scheme was distributed via SBC's family support and social care services, to ensure that those families in most need had access to additional help, such as for food or utility bills.

The council has also now launched the DfE funded Holidays, Activities and Food Programme which will provide free holiday clubs for those eligible for Free School Meals. The council is working with a range of providers (private, voluntary, independent, and charities) to offer places where children will be able to eat more healthily over the school holidays; be more active and be safe and have fun. Evidence suggests that holiday clubs can have a positive impact on children and young people and they work best when they provide consistent and easily accessible activities, for more than just breakfast or lunch, and when they involve children (and parents) in food preparation. The holiday clubs will also be available to any children not eligible for free school meals, who can pay to attend.

SBC's Early Help Hub supports families with access to a range of grants from local charities, and the council is continuing to issue food bank vouchers from all our children's centres.

Officers will also be discussing this recommendation with the Slough Education Partnership Board, to consider further action that can be taken in partnership to address this issue.

- **Recommendation 5**

This recommendation will need to be incorporated within the proactive strategy referenced in recommendation one.

- **Recommendation 6**

The number of staff in the LWP Team has been increased from 1 FTE prior to November 2020 to 1.5 permanent FTEs and 2 temporary FTEs. There is also a team leader (1 FTE) who is supporting the LWP operations and reporting.

- **Recommendation 7**

Officers are working on a directory that will cover support and financial assistance services to families, which will incorporate the changed arrangements under the council's new operating model.

- **Recommendation 11**

The council is currently working with our partners on the Slough Regeneration, Economy and Skills Board to implement the Slough Inclusive Growth Strategy, the first priority of which is 'Creating Secure & Productive Jobs'.

The Slough 2040 Vision includes a commitment that 'local people will be employed in good jobs - jobs that offer them fulfilment, fair wages and support their wellbeing.'

SBC's COVID Recovery Strategy includes a suite of measures designed to support residents in finding good jobs – including new job search tools and the creation of the FutureSkills Hub in partnership with the Windsor Forest Colleges Group and Royal Holloway University.

Preliminary work is now underway on a new Task and Finish Group which will look in detail at skills and employment in the context of COVID-19, which will:

- Identify the current processes in place that provide support to Slough residents in terms of skills, upskilling and employment;
- Identify the current challenges to skills and employment in Slough due to the pandemic;
- Hold evidence gathering workshops with specialist support officers (DWP, NEET, Slough Academy, the voluntary sector and other partners);
- Identify areas requiring further investigation or consideration; and
- Present recommendations and proposed policy/project changes to Cabinet.

Officers will also consider how Slough's commissioning and procurement systems can improve working conditions and opportunities for Slough residents, in the development of the proactive strategy referenced in recommendation one.

6 Comments of Other Committees

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

7 Conclusion

This report summarises the actions taken to date, and proposed next steps, for implementing the recommendations of the Food Poverty Task and Finish Group.

8 Background Papers

'1' - Agenda, decisions and minutes, Cabinet, Monday, 12th October, 2020

'2' - Slough 2040 Vision

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 12 April 2021

CONTACT OFFICER: Dean Tyler, Associate Director for Place Strategy and Infrastructure

(For all enquiries) (01753) 875847

WARD(S): All

PORTFOLIO: Cllr James Swindlehurst, Leader and Cabinet Member for Regeneration & Strategy

PART I
NON-KEY DECISION**DEVELOPMENT AND EXECUTION OF A PLACE BRAND FOR SLOUGH****1 Purpose of Report**

To update the Cabinet on the procurement of a design agency partner, for the development and execution of a place brand for Slough.

2 Recommendation

That the Cabinet note the decision to award the contract for the development and execution of a place brand for Slough to Hemingwaydesign.

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

It is anticipated that the development of a place brand for Slough will support the delivery of the third priority outcome of the SJWS – strong, healthy and attractive neighbourhoods.

3b Five Year Plan Outcomes

The development of a place brand for Slough will be an important tool in communicating the ambitions of the council and partners, as laid out in the Five Year Plan, Slough 2040 Vision and other major strategies. It is anticipated that it will have a particularly significant impact on the council's ability to deliver the following priority outcomes of the Five Year Plan:

- Outcome 3: Slough will be an attractive place where people choose to live, work and stay.
- Outcome 5: Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.

4 Other Implications

(a) Financial

Following a competitive tendering process, officers awarded the contract for the development and execution of a place brand for Slough Council to Hemingway design. The contract is estimated to cost £50,000 in 21/22, which will be fully funded from the allocated S106 money within the service.

(b) Risk Management

There are no risk management implications to the recommendations of this report.

(c) Human Rights Act and Other Legal Implications

There are no legal implications to this report. The tender process was carried out in accordance with the proper procurement procedures (see section 5.1).

(d) Equalities Impact Assessment

An Equalities Impact Assessment has not been carried out in relation to this report.

It is hoped that the place brand and narrative being developed will articulate how the opportunities for Slough as a place that are being pursued will be inclusive and beneficial for all Slough's residents.

(e) Workforce

The development of the place brand will require support from SBC officers across multiple teams, and from senior leaders.

5 Supporting Information

5.1 Background

Throughout 2020 and 2021 SBC has been working with our partners to develop an ambitious shared 20-year vision for the town. The Slough 2040 Vision was endorsed by the Cabinet in February, following a three-month period of engagement with residents, councillors, partners, and businesses. Discussions have now begun on how the vision might be implemented and how residents can be included and engaged in all steps of the journey.

The council has also recently published a number of further ambitious plans for the future of the town – including the Slough Inclusive Growth Strategy and the Slough Regeneration Framework Masterplan – with further place-based strategies also being developed by our strategic partners.

All these strategies present a positive and ambitious picture for Slough as a place; however, the complexity of the story provides a challenge.

It has been identified that there is a need to bring all the different opportunities and narratives under one umbrella, which can clearly, concisely and articulately communicate this story of place, and provide a narrative that can be flexible and appropriate to a variety of stakeholders.

A tender was put out in February to find a place branding agency who could work with the council and partners to deliver such a brand narrative, as well as developing marketing collateral and an initial implementation plan.

Following a competitive process, the decision was taken to award the contract to Hemingwaydesign, who joined the council and partners for the virtual launch of the Slough 2040 vision on 22nd March.

The process used to select Hemingwaydesign was based on selecting the most economically advantageous supplier; and therefore looked at the track record of agencies, their staff and their experiences and capabilities, the approach they will use to generate the Slough brand, examples of materials produced and the plan to launch the Slough brand.

Hemingwaydesign were selected from eight bids, with three bidders interviewed.

Hemingwaydesign have been offered a two-year term contract, allowing the use of further work to support the execution of the brand beyond the initial development should this be necessary.

5.2 Hemingwaydesign

Hemingwaydesign is a multi-disciplinary design agency with expertise across a number of areas, including: placemaking, urban design, affordable housing, landscape planning, masterplanning, cultural events, public art, installations, place branding, place promotion and regeneration.

Their approach involves “listening to people, bringing communities together, defining a shared vision and then making it happen”.

Hemingwaydesign have spent decades working on “projects with purpose”, often in ‘much maligned “underdog” towns that have often been given unfair treatment by the media’, including: Blackburn, Basildon, Lowestoft. Margate, Whitehaven, Skelmersdale, Crewe, Gateshead, Redcar, Middlesbrough and Bognor Regis.

6 Comments of Other Committees

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

7 Conclusion

The development of a place brand for Slough presents an opportunity to create a single, clear and positive narrative that can be used to communicate the ambitions for Slough as a place.

8 Appendices

A - Hemingwaydesing Placemaking & Events Credentials

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HemingwayDesign

Placemaking & Events
Credentials

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HemingwayDesign is a multi-disciplinary design agency led by two generations of the Hemingway family and a wider team of talented designers.

You name it - we can design it.

But our real speciality is with people and places. We work (amongst other things) across placemaking, urban design, affordable housing, landscape planning, masterplanning, cultural events, public art, installations, place branding, place promotion and regeneration but really all of these come down to one thing - listening to people, bringing communities together, defining a shared vision and then making it happen. And we are bloody good at that, in fact:

There is no other agency in the UK that can match the breadth, scale, quality and impact of what we do.

Who are we?

- We help places to believe in themselves again
- We unearth creativity
- We give a voice to people who never thought they would be heard
- We bring people together who should have been together all along
- We get under the skin of a place to uncover its personality
- We come in, we meet people, we ask questions and prod and provoke and have a think and have a laugh and a whole lot of ideas come out – from communities, from people, from our team, from your team – and then we make them happen.

What do we do?

- It could be a festival.
- It could be a big party.
- It could be a series of events.
- It could be a digital event.
- It could be an ongoing community project.
- It could be an arts project.
- It could be forming a new creative community.
- It could be repurposing a building.
- It could be reimagining public space.

Ideally, when it works really well - it's a mixture of these. We start with one, and another springs up. Then the community takes ownership, and we're not needed anymore. That's real success for us.

So what does that look like?

Placemaking Events

Urban Village Fete
SAMPLE

Vintage By The Sea

National Festival of Making

First Light Festival

Festival of Thrift

Classic Car Boot Sale

The Drops

Placemaking Projects

Box on the Docks
East Point Pavillion

Cultural Events

The Good Business Festival
New Years Eve Spectacular

PLACEMAKING EVENTS

**AMBITION:**

To build community capital in a place undergoing large scale, long term regeneration; to turn a ‘development’ into a ‘place’ curated and produced with Greenwich Peninsula every May.

Urban Village Fete is an alternative, contemporary twist on the traditional summer fete for Greenwich Peninsula’s pioneering residents and all Londoners. It is a big, bold celebration of the best in design, music, art, innovative events and modern craftsmanship, right at the heart of Greenwich Peninsula. The free day out featured a range of curated designer marketplaces, street food vendors, art & design workshops, unique pop-ups and a series of talks hosted by BBC Radio London’s Robert Elms.

For music lovers, Gilles Peterson, the iconic British DJ and owner of Brownswood Recordings was at the helm on the day.

HIGHLIGHTS FROM THE EVENT:

- 2 stages
- Live DJs headlined by Gilles Peterson
- 12 performances including the Gospel Choir
- 10 - 20 workshops attended by 1000+ people
- Numerous talks with BBC’s Robert Elms
- 100+ traders showcasing urban gardening, fashion, accessories, design, fresh produce, street food + beverages

Urban Village Fete



VISITOR NUMBERS

- 35,000+ on the day

GEOGRAPHIC PROFILE

- London - South/ East

MEDIA REACH

- 46,769,089 (*56 pieces of coverage last year)

SOCIAL MEDIA REACH

- 583,000 *over 11,000 followers

OUR SUCCESS STORY:

showcasing local creative talent, helping our traders to build a network of likeminded people to form a new small business community. Giving undiscovered talent and new businesses the same platform as those further ahead and providing a space for people to meet their neighbours for the first time building a community

TESTIMONIAL:

“A big thank you from Greenwich Peninsula for a brilliantly curated, marketed and delivered second Urban Village Fete! It really felt like a brilliant community vibe with an outstanding program - a little bit for everyone”

- Kaia Charles, Greenwich Peninsula (Knight Dragon)



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Family activity



Participation (click for video)





AMBITION:

To build community capital in a place undergoing large scale, long term regeneration; to turn a ‘development’ into a ‘place’ curated and produced with Greenwich Peninsula every March, September and December.

A celebration of the start of each new season through fresh produce and modern craftsmanship. SAMPLE Spring, Autumn and Christmas showcase the latest emerging creatives from the worlds of fashion, beauty, art, design and homewares with their collections, archives and one off show-pieces alongside a seasonal food market of fresh ingredients. SAMPLE Spring and Autumn take place over one day whereas Christmas is a whole weekend.

EVENT HIGHLIGHTS:

- Artistic Entrance
- Ravensbourne fashion exhibit
- Live DJs
- 100+ traders showcasing urban gardening, fashion, accessories, design, fresh produce, street food + beverage
- The One and Only Designer Sale, Lone Design Club and other designer collective fashion pop ups
- Mobile Hairdressing Salon
- Affordable Workshops for all ages



VISITOR NUMBERS

- 5,500 + per day in Spring 2017 , 7,500 + per day in Autumn 2017 and for the last two years we have steadily attracted over 8,500 people per day and attract 20,000 across the Christmas weekend.

GEOGRAPHIC PROFILE

- London / Southern Regional

MEDIA REACH

- 46,769,089 (*BBC Breakfast broadcast at SAMPLE SPRING)

SOCIAL MEDIA REACH

- 158,000

OUR SUCCESS STORY:

Helping our young up and coming traders to build a network of likeminded people to form a new small business community.

Giving new businesses the same platform as those further ahead at an affordable rate limiting any risk and stress for those just trying to establish themselves.





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Music and entertainment (click for video)



Independent traders



Food traders

**AMBITION:**

Bringing a community together to celebrate the brilliance of 20th century design, fashion, vehicles and entertainment. Produced by Deco Publique on the first weekend in September.

The fantastic setting of Morecambe's seafront provides the backdrop that transforms into a multi-venue playground where, visitors can learn the dances', take in specially curated live performances, listen to exclusive DJ sets, enjoy evocative fashion, brilliantly conceived food and cocktails, ogle over beautiful vintage vehicles or take advantage of the decade specific hair and beauty makeovers and all the wonderful vintage shopping that will be on offer.

Whether your thing is swing, rockabilly, mod, soul, funk, disco, ska, film, art or design – or even if you just fancy getting an authentic makeover for a day – the Vintage by the Sea festival is a sensual delight, a big dressing-up box, a collector's dream and a joyous creative feast for all ages. For one glamorous weekend, the very best cultural delights from the 1920s to the 1990s will be up for grabs for all to enjoy and admire.



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(click for video)





**AMBITION:**

To build upon HemingwayDesign's Blackburn Is Open project and to underline Blackburn's manufacturing and making pre-eminence. Produced annually by Deco Publique in mid June.

This is an opportunity to see, make and do for residents and visitors to Blackburn town centre as The National Festival of Making takes over the streets with music, markets, street food, art, performance, tours, talks and above all, an eclectic mix of making experiences for everyone.

Deliberately set in the producing heartland of Blackburn, the festival explores and celebrates the present day diversity in the range, scale and skills of UK-based making.

Manufacturers large and small collaborate with artists interlacing often traditional techniques and materials with challenging, contemporary ideas, each to be revealed as part of the final two day, town centre festival.



(click for video)

VISITOR NUMBERS

- 30,000

GEOGRAPHIC PROFILE

- Lancashire

MEDIA REACH

- 47,859,264 (*BBC Breakfast coverage all weekend during the event)

SOCIAL MEDIA REACH

- 198,000

OUR SUCCESS STORY:

- 85% of visitors agreed or strongly agreed that they had learned new things about local heritage, whilst 85% agreed that the festival represented a diverse perspective of heritage.
- Economic impact of £985,538 in 2018.
- 50% of visitors were from outside Blackburn with 95% stating that they were likely or very likely to come back to the area.





**AMBITION:**

To create a nationally successful festival that positions Lowestoft as Britain's most easterly seaside town and one with enormous potential produced by HemingwayDesign and Flipside in June every year.

First Light originated as part of Hemingway Design's strategy for Lowestoft South Beach Vision, commissioned by Waveney District Council in 2017 with an aim to make Lowestoft a 'must visit' destination. It took place for the very first time over 24 hours of mid-summer weekend on 22nd/23rd June 2019 on Lowestoft's South Beach and seafront. With free access and 160 + innovative and engaging events, it is a festival with a difference that celebrates Britain's most easterly town. In its first year, highlights included a headline set from BBC Radio 6 DJ Gilles Peterson, a talk led by Simon Mayo, a midnight screening of Danny Boyle's Sunrise, accompanied by a Q&A discussion with the director himself and Talvin Singh performing just as the sun came up over the sea.

It is estimated that 30,000 people were in attendance over the course of 24 hours, with visitors rating their experience as 9.4 out of 10. Its economic impact was considerable, specifically, an investment of £90,000 of business rates retained by East Suffolk Council was converted into between £700-£900k of direct spend at the festival. This is in addition to wider financial benefit to local hotels, restaurants and bars, which all sold out!

First Light Festival



(click for video)

VISITOR NUMBERS

- 30,000+

GEOGRAPHIC PROFILE

- 70% of visitors were from Lowestoft 19% from the wider East Anglia area 3% travelled from London 7% were from elsewhere

MEDIA REACH

- 1.4 million for print and 4.9 million for online. 20 pieces of regional broadcast and 4 pieces of national broadcast.

SOCIAL MEDIA REACH

- 257,785

OUR SUCCESS STORY:

Lowestoft is on an absolute roll as the council say “The announcement of funding for the town’s flood defences has followed on from planning approval for the third crossing and the plans for the rejuvenation of the town centre also herald a new dawn for Britain’s most easterly town. East Point Pavilion will open in time for First Light 2021 and there can be no doubt that the creative and arts led ‘noise’ that was amplified massively by First Light is sounding loud and clear nationally and helping the town receive its long overdue share of national infrastructure budgets”





**AMBITION:**

Promote the concept of sustainable living and be a voice for sustainable issues globally and locally. Build a unique and distinctive, fun, sustainable national event. Produced annually by Stella Hall in September.

Living sustainably with style - Festival of Thrift is a big weekend of activities designed for all the family. Showing you how to save money, be environmentally savvy and live a rich and creative life. Leading and emerging artists, demonstrations, stalls, talks & workshops offering thrifty advice, tips and tricks as well as innovatively tasty food and drink.

Back in 2013, we held the very first Festival of Thrift at Kirkleatham, Redcar; a free, fun and family-friendly celebration of everyday living, with upcycling, recycling and sustainability at its core. It had everything: great food, fantastic music, interactive entertainment, market stalls selling beautiful hand-crafted wares, workshops and thought-provoking art. Year on year the festival has grown in magnitude and support, and we anticipated 25,000 people would join us over the two days; how wrong we were! 40,000 festival-goers poured through the gates, eager to experience all that The Festival of Thrift had to offer!



(click for video)

VISITOR NUMBERS

- 45,000

MEDIA REACH

- 20.12 million

SOCIAL MEDIA REACH

- 550,000

OUR SUCCESS STORY:

We have delivered and continue to deliver after 8 years on our aims:

- Build a unique and distinctive, fun, sustainable national event which draws positive media attention to our partners, Tees Valley and the North East.
- Celebrate the heritage and contribute to the future prosperity of Tees Valley and its industry.
- Ensure wider economic benefit through encouraging extended visitor spend on travel, accommodation, restaurants and businesses.
- Contribute to community cohesion through targeting communities with less access to cultural activities.
- Highlight the skills and creativity of the region's artists and craftspeople, to inspire people of all ages to learn old ways and find new ways to be creative in their everyday lives.





AMBITION:

To create a long term, distinctive, accessible placemaking brand that can tour. Produced and curated bi-annually in April and September by HemingwayDesign in association with King's Cross.

The finest vintage fashion, accessories and homeware traders operating from the boot of their vintage vehicles alongside a show stopping exhibit of classic cars, London's finest street food wagons, impromptu musical performances, street theatre and all manner of vintage fun that can be had on two and four wheels! All taking centre stage at one of London's most exciting developments at the heart of Kings' Cross.

HIGHLIGHTS FROM PREVIOUS EVENTS:

- 120+ traders
- 100+ classic vehicles
- Live DJs
- Car wash entrance complete with 40ft airmen
- Vintage Mobile Cinema
- Live brass band
- Live performance
- Live vehicle exhibits
- Life size classic car peep boards
- Children's rides
- Vintage and unusual bicycles to ride
- Mobile Hairdressing Salon

Classic Car Boot Sale



(click for video)

VISITOR NUMBERS

- 8-10,000 pay £5 to enter paid zone
- 20-25,000 total audience across the site

GEOGRAPHIC PROFILE

- London / Southern Regional

MEDIA REACH

- 1,906,295

SOCIAL MEDIA REACH

- 500,000

OUR SUCCESS STORY:

We have created a long term, distinctive, accessible place making brand that can tour. We started on The Southbank, have been to Hastings, have a home in Granary Square Kings Cross and are soon to pop up at Here East and Woolwich Arsenal.







AMBITION:

To be the primary placemaking event for the promotion of Coal Drops Yard. Curated and produced by HemingwayDesign for King's Cross and Coal Drops Yard due in 2021.

The Drops is a new take on a monthly market showcasing up & coming stars in fashion, homewares and lifestyle products as a place to introduce the Tracey Neuls, Universal Works and Tom Dixons of the future. The idea is not only to provide a platform for the market traders but for it to be a co-curated market with the Coal Drops Yard permanent retailers with the market complementing an existing line up of brilliant creative brands.

With fashion and music being prominent features in King's Cross, from the early career UAL students to the established fashion designers who have set up shop within Coal Drops Yard and the incredible music venues in and around the site, such as Spiritland and Lafayette, 'The Drops' is not only a nod to Coal Drops Yard but also refers to key moments in the creative industries nurtured in area. A capsule collection getting ready to 'drop' and the exciting time leading up to a much anticipated record being released and getting ready to 'drop.'

The market will celebrate shopping small, to support creativity, shop small and celebrate original and meaningful gifting.

The Drops



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Live DJ's



Coal Drops Yard



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Designer makers



Fashion



PLACEMAKING PROJECTS

**AMBITION:**

Supporting local hospitality businesses and local artists through the covid-19 pandemic. Produced and curated by HemingwayDesign and MediaCity in response to covid-19.

Box on the Docks was conceived for MediaCityUK as a way to support their hospitality businesses and also local independent artists through Covid recovery by creating self-contained dining pods that double up as a piece of art that allow visitors to return to their favourite bars and restaurants whilst safely social distancing. Within two months, alongside the MediaCityUK team, we zoomed, we discussed, we researched, we designed, we branded, we curated, we produced, we interior designed, we launched which resulted in:

- 30 sheds and greenhouses being installed
- 15 local artists being commissioned from graffiti, neon, textiles and painted murals
- Partnerships with BBC Sounds and CBeebies
- Doubled footfall at MediaCityUK
- A strong visual brand and following across social and on-site signage
- A socially distanced wedding
- Plans to extend the 3 month period further through Christmas and into the new year

**VISITOR NUMBERS**

- 4,000 - 7,000 a day

GEOGRAPHIC PROFILE

- Salford & Greater Manchester

MEDIA REACH

- 76,968,729

SOCIAL MEDIA REACH

- 276,000 (*across 3,800 followers across Twitter, Instagram & Facebook)

OUR SUCCESS STORY:

In a year of ‘unprecedented’ happenings, the speed at which this project went from idea to public opening was truly unprecedented. Other things we’re proud of include:

- Finding a way to support local artists and hospitality businesses simultaneously during the pandemic
- Giving locals a free, exciting and colourful new attraction to visit at a time when it was most needed
- Raising awareness of MediaCity as a cultural and social destination





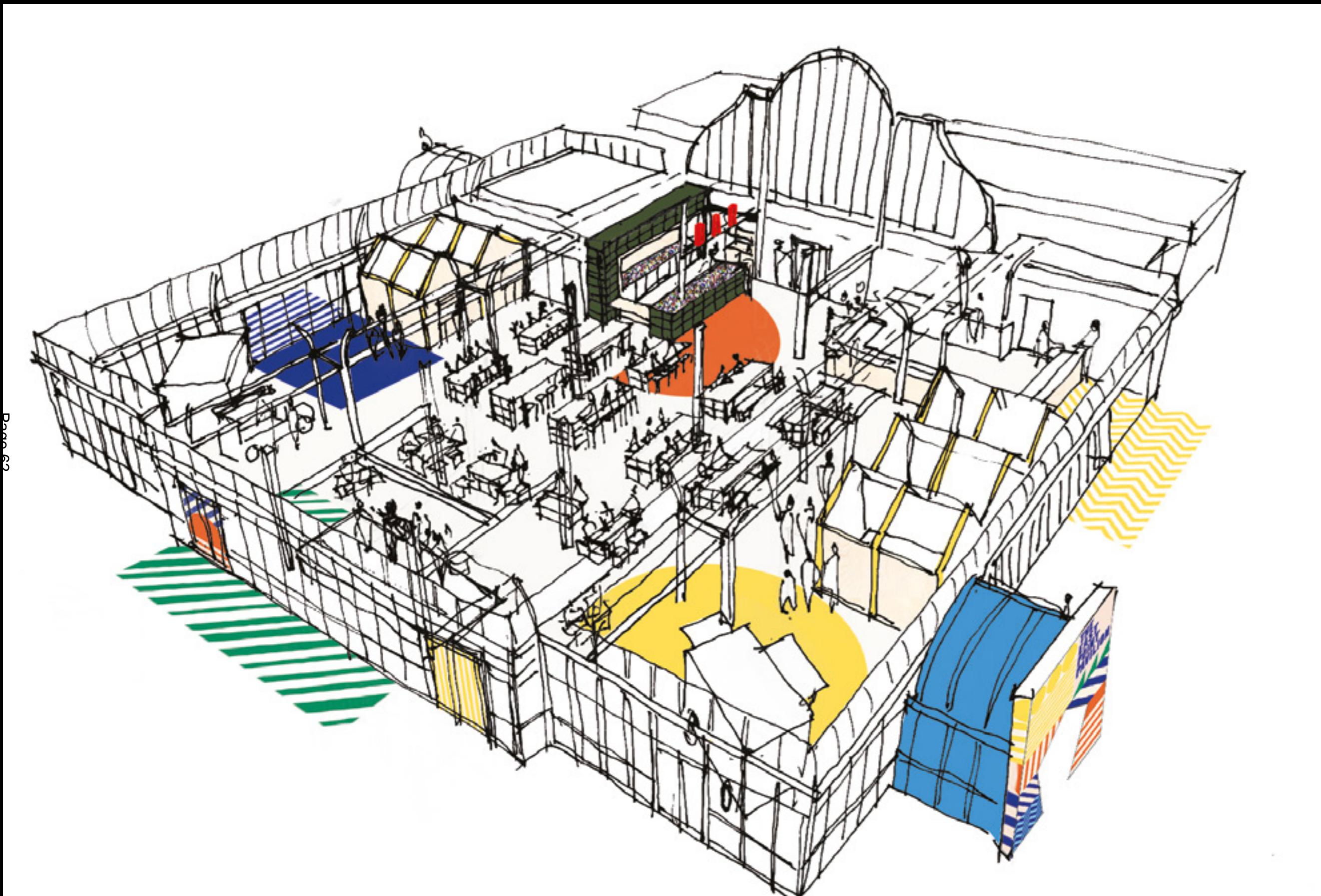
TESTIMONIAL:

"In its own right, Box on the Docks has surpassed its aims in bringing an innovative, uplifting place-making offer to MediaCity's residential, business and visitor communities during the pandemic. However, this scheme has created much deeper, more lasting value for the city and its creative community. Building artists commissions into the scheme, specifically reaching out to Salford's artist community to activate this space, has fundamentally changed wider perceptions of MediaCity within the city's creative ecosystem. In valuing the role of artists in place-making, offering commissions when funding/work opportunities for artists were disappearing, and trusting them as collaborators, a bridge has been built. Rather than an island of glass and steel in the city, somewhat out of reach, MediaCity is now seen as a place where artists belong, where their work is valued, where new possibilities can emerge. Initial commissions have been given further life in the winter 2020 programme, even as hospitality has remained closed throughout the November lockdown: extending the scheme and fully investing in the role of public art as a mechanism to bring higher footfall to MediaCity, allowing people to reconnect with each other in safe, vibrant and caring spaces.

While much of the cultural world was on hold, MediaCity helped bring culture back to life at Salford Quays. With and for Salford's people, this scheme is serving as an inspiration to the wider Salford Culture and Place Partnership and our ambitions to embed social value – human value – to our city-wide, place-making initiatives."

- Sarie Mairs Slee, Head of Salford's Culture and Place Partnership



**AMBITION:**

Working alongside Hudson Architects, HemingwayDesign are acting as creative lead on the re-design of East Point Pavilion - a dated and under-performing, faux Victorian building located on Lowestoft's South Beach promenade.

The repurposed structure will provide flexible space for community and cultural activity, space for small entrepreneurial 'pop-up' businesses to operate from and a year-round café venue.

Our design role on the project has included; spatial layouts; bespoke joinery elements such as fixed food trader units and bar; FF&E; exterior and interior signage; and a graphic identity for the scheme incorporating a playful geometric pattern inspired by Lowestoft's twentieth century beach huts, the adjacent sailing club, and sandy beach.

Externally, the graphic pattern envelopes part of the building, updating the tired facade, whilst new openings and a 3D addition to the north entrance improve permeability.

**CLIENT TESTIMONIAL:**

I have read your report on Lowestoft and I think you've got it right. For example, I knew that there was something wrong with East Point Pavilion - but I didn't know what. I wish I had had the imagination to describe it as a faux Victorian Pavilion - telling it as it is, with an expert eye is just what we need. Your involvement gives me the confidence that Lowestoft, already much improved, has a very bright future".

- David Ritchie, Chairman of the Suffolk Coast Forum & Cabinet Member for Planning and Coastal Management at Waveney District Council

CULTURAL EVENTS



AMBITION:

To create a global summit for the good business movement. Produced and curated by HemingwayDesign and Culture Liverpool in October 2020 and June 2021?

The Good Business Festival Act One took place as a live/digital hybrid event on the 8th of October.

Despite Covid-19 forcing us to completely change our plans (for the third time!) just 10 days before the big day, we still managed to welcome around 5700 people across 42 countries to tune in. And we've barely even got started yet.

At The Good Business Festival, we believe that the role business plays in shaping society is so powerful that it must be better understood and its potential for positive change better harnessed. To put it simply – we should all be able to take part in this conversation and the campaign for purposeful business.

With Act One under our belts we are now working to harness the energy that it generated and the conversations it provoked, and continue to lead with creativity in order to reach audiences outside of the traditional business community.

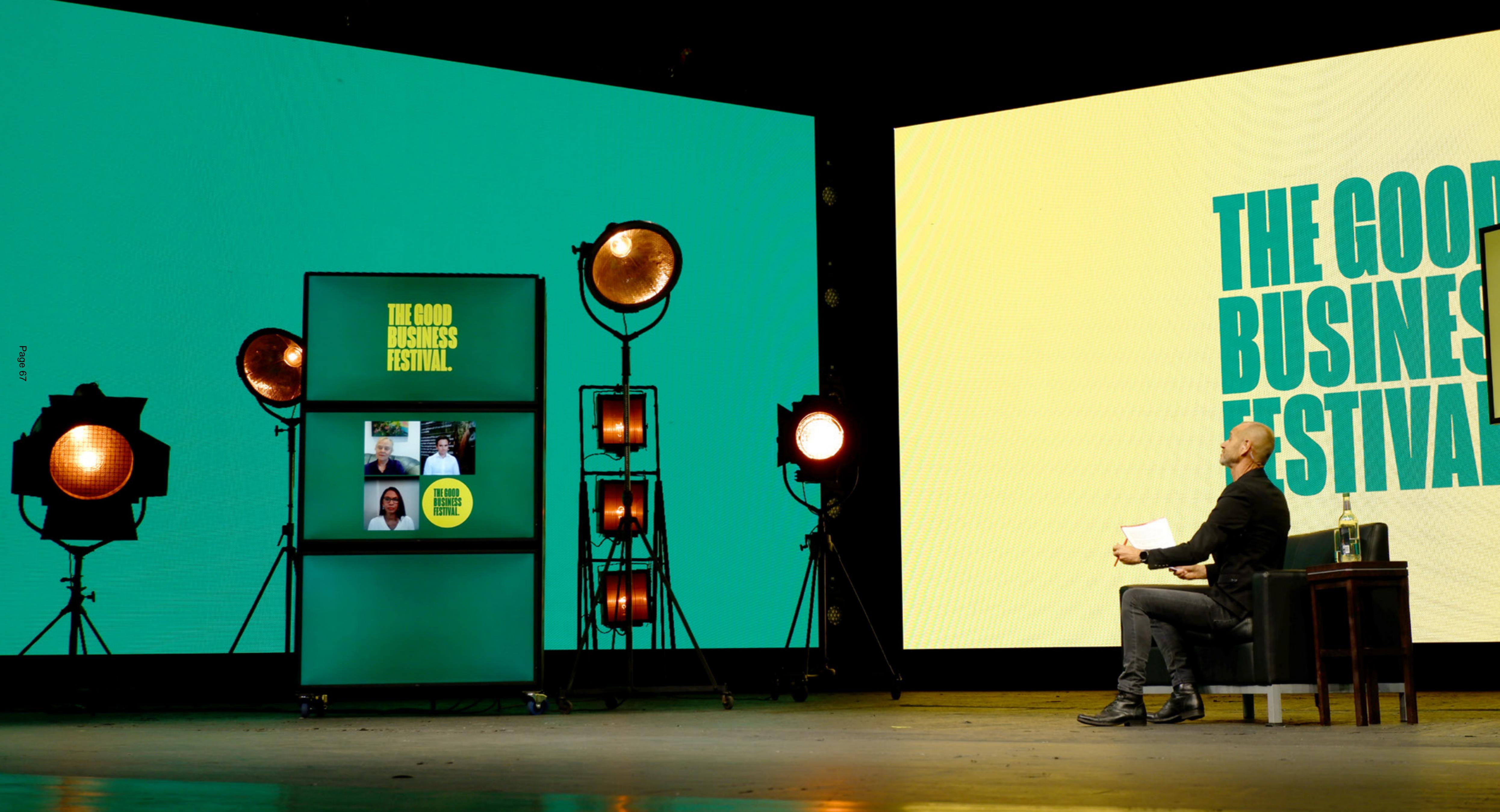


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Studio set up



Live stream



**AMBITION:**

To create London's best NYE event and raise money for the Southbank Centre. Produced in partnership with Southbank Centre.

Vintage By Hemingway's annual extravaganza created returns to the Southbank Centre for another unmissable year as part of Wintertime at Southbank Centre, A Vintage New Year's Eve Party will kicks off every year in style at London's iconic riverside location.

The eagerly-awaited event curated by Wayne, Gerardine and Jack Hemingway and the Vintage Festival team will transform Southbank Centre's Royal Festival Hall into five floors of entertainment with pop-up vintage night clubs, delicious dining, a vintage hair and beauty salon and photo studios capturing the fun as it unravels. Revelers also have an exclusive opportunity for a private view of London's world famous New Year's Eve Fireworks overlooking the iconic London skyline on the Royal Festival Hall terrace*. The ultimate evening of entertainment, A Vintage New Year's Eve Party is the perfect way for merry makers to ring in the new year.

New Year's Eve Spectacular

**VISITOR NUMBERS**

- 3,000

SOCIAL PROFILE

- ABC1, young singles, couples, culturally engaged, design aware, interested in vintage design with disposable income

SOCIAL MEDIA REACH

- 430,000

OUR SUCCESS STORY:

It is London's best NYE party and it is The Southbank Centre's largest annual earner taken as an average over its 8 year (and counting) lifespan



HemingwayDesign

We'd love to hear from you

E: info@hemingwaydesign.co.uk
T: 0208 9031 074

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 12 April 2021

CONTACT OFFICER: Sue Foley Consultant Public Health
(For all enquiries)

Ward All

Lead members: Councillor James Swindlehurst, Leader of the Council and Cabinet Member for Regeneration & Strategy; Councillor Natasa Pantelic, Cabinet Member for Health & Wellbeing

PART I
KEY DECISION**SBC LOCAL OUTBREAK MANAGEMENT PLAN****1. Purpose of Report**

1.1 To set out the Council's plans for the management of local outbreaks of COVID-19.

2. Recommendation

The Cabinet is requested to resolve:

- (a) That the Council's Local Outbreak Management Plan as at Appendix A be endorsed as it is with the caveat that more information is awaited including feedback from PHE and DHSC; and
- (b) That delegated authority be granted to the Chief Executive to maintain and amend the plan following consultation with the Cabinet Member for Health & Wellbeing and the East Berkshire Director for Public Health.

3. The Slough Joint Wellbeing Strategy 2020-24

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

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

However the response to the crisis has demonstrated the strength of community and partnership working.

4. Five Year Plan 2020-24 Outcomes

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

Outcome 1 Slough children will grow up to be happy, healthy and successful
Outcome 2 Our people will be healthier and manage their own care needs
Outcome 3 Slough will be an attractive place where people choose to live, work and stay
Outcome 4 Our residents will live in good quality homes
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

5. Other Implications

- (a) **Financial** – The Government is providing local authorities with additional funding to tackle the increased service demands they face in addressing the COVID-19 Pandemic. SBC's share of the £3.2bn of national funding provided for local government's response to COVID-19 is £7.636m. There are no foreseen financial implications arising from this report, as it is expected that the work will be contained within existing budgets. If additional costs do arise they will be charged to the COVID-19 account code on Agresso and the council would seek full reimbursement from central government as the council is acting according to the government's demands. As the pandemic response is largely led by the National Government, expenditure on local COVID response is often directed nationally.
- (b) **Risk Management** – There are no identified risks to the proposed actions. A COVID-19 risk register has been prepared and forms part of the previous report on COVID-19 response planning.
- (c) **Human Rights Act and Other Legal Implications** - The actions that may be necessary to implement a local lockdown have the potential to engage the right to liberty and security, the right to respect for private and family life and the right to freedom of assembly and association in Articles 5, 8 and 11 respectively of the European Convention on Human Rights and also the right to protection of property in Article 1 of the First Protocol to this convention, all of which are given effect to in domestic law by the Human Rights Act 1998. All of these rights, however, are subject to exceptions for the prevention of the spreading of infectious diseases, for the protection of public health and for the control of the use of property in the general interest. It is not considered, therefore, that there is likely to be any scope for any serious challenges under the Human Rights Act to the actions necessary to implement the proposed local outbreak management plan, save possibly from a perspective of proportionality of those actions and the source of the powers for those actions.

The pandemic response is at present largely led by the National Government with limited delegation to local authorities and powers. Current legislation with regard to COVID 19 is:

- [**Coronavirus Act 2020 \(c. 7\)**](#)
- [**Public Health \(Control of Disease\) Act 1984 \(c. 22\)**](#)
From 29th March 2021 the health protection restrictions in England are as set out in the following regulations:
- [**The Health Protection \(Coronavirus, Restrictions\) \(Steps\) \(England\) Regulations 2021 \(S.I. 2021/364\)**](#)

In so far as the local outbreak management plan requires co-operative working with other local authorities powers are available under Sections 101 of the Local Government Act 1972 to local authorities to delegate functions inter se.

- (d) **Equalities Impact Assessment** - There is no requirement to complete an Equalities Impact Assessment in relation to this report, although it should be noted that the Plan itself attends to a number of high risk settings including Care Homes, Faith settings and Homeless communities. In addition, there is the BAME Programme (section 5.3) with workstreams addressing:
- a. Engagement and communication with communities
 - b. Reducing and preventing harm from COVID-19
 - c. Clinical management of those experiencing symptoms
 - d. Gathering intelligence to tailor and target interventions

There is also a section on addressing COVID vaccine hesitancy in the population. We are also commissioning a COVID Community Impact Assessment for Slough which will provide data on the effect COVID has had on inequalities in the Borough. As stated above, the pandemic response is largely led by the National Government, so there is often little scope for local deviation from guidance.

6. Supporting information

- 6.1 We are now seeing the second wave of COVID-19 cases decline across the country with national lockdown restrictions being gradually lifted. The next phase of the pandemic in England is predicted to be a much more variegated pattern with focussed outbreaks requiring local controls to keep cases and harm from COVID-19 to a minimum, with concern regarding possible new variants and low uptake of COVID vaccine.
- 6.2 The Government has announced allocations of the Contain Outbreak Management Fund (COMF) to each LA- Slough receiving £769,057.71.
- 6.3 The model proposed for outbreak or incident¹ response locally is detailed in the LA's Local Outbreak Management Plan (LOMP) – see Appendix A. LAs have a duty to prepare a LOMP, stating arrangements to deliver this local control of cases and wider outbreaks of COVID-19, covering the aspects of the National Contain Framework².
- 6.4 The fundamental duties and roles of organisations and teams involved in outbreak control have not changed. The LOMP sets out the roles of the LA: to support the

¹ An outbreak is one or more cases of Covid-19, an incident has a broader meaning, encompassing events or situations which warrant investigation to determine if action is needed to manage the risk.

² <https://www.gov.uk/government/publications/containing-and-managing-local-coronavirus-covid-19-outbreaks/covid-19-contain-framework-a-guide-for-local-decision-makers>

PHE Health Protection Team's (HPT) lead for outbreak response and to ensure their recommendations function locally. This includes prevention of COVID-19 in the first place as well as preventing the spread of infection plus maximising uptake of the COVID vaccine and testing.

- 6.5 In the event of an outbreak, the Thames Valley HPT are responsible for co-ordinating outbreak management and will work closely with the Public Health team at Slough Borough Council and the Slough Outbreak Cell to facilitate a timely and proportionate outbreak response.
- 6.6 The local response will vary according to the setting of any outbreak and the populations involved. Support will be needed from individual services and the community hubs. SBC's LOMP details an Incident Management Team (IMT) to be stood up to co-ordinate contact tracing and its associate components across Slough. Its members will act as a link to their respective service areas for contact tracing and expertise.
- 6.7 The LOMP also identifies high risk settings across the borough and the actions and measures that we will need to take to prevent and control local outbreaks.
- 6.8 The pandemic is likely to continue until the vaccine roll out has reached enough of the population and concerns around variant strains have eased. The timescale is currently forecast at around 18 months with particular demands for outbreak control during the winter months when the situation will be complicated by other circulating respiratory illness. The LOMP aims to set out a structure for response which is sustainable in the longer term.
- 6.9 An additional request Nationally has been a piece of reflection (attached here as a Powerpoint) of aspects of the Slough response which have shown good practice, areas that continue to be a risk or issue or have become opportunities.
- 6.10 This current version of the LOMP is currently being reviewed by PHE and the Regional COVID Response Team from DHSC, this an updated version will be circulated before the actual Cabinet meeting to reflect any amendments required.

7. **Comments of other committees**

- 7.1 This report has not been considered by any other committees. Cabinet and Scrutiny will work together to provide oversight of our outbreak management planning.

8. **Conclusion**

- 8.1 Slough Borough Council has responded swiftly to mitigate the impacts of COVID-19.
- 8.2 This report sets out our plans for the prevention, control and management of local outbreaks of COVID-19 as we move into the next phase of the pandemic.

9. Appendices attached

A – SBC Local Outbreak Management Plan
B- SBC Reflections on COVID Pandemic Response

10. Background papers

None.

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Local Outbreak Management Plan

Slough Borough Council

March 2021

V0.4

Plan ownership

The ownership, review, coordination and updating of this plan is the responsibility of the Consultant in Public Health with support from the Joint Emergency Planning Unit (JEPU) and key personnel across the council who will be involved in response to COVID-19.

Plan approval

This plan is approved by the Director of Public Health for East Berkshire, the council's Chief Executive and DHSC.

Plan review

This plan will be revised and updated in line with the Civil Contingencies Act 2004 and associated guidance including the following:

- a) Lessons identified from experience or exercises
- b) On a monthly basis for the first 6 months
- c) A restructure (organisational or changes to other responders) or other changes to the organisations
- d) Changes in key personnel occur
- e) Every year from initial publication

Version control

Version	Changes made	Officer	Date
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Abbreviations

BFC	Bracknell Forest Council
BHFT	Berkshire Health Care Foundation Trust
BECCG	Berkshire East Clinical Commissioning Group
CPH	Consultant in Public Health
CIDSC	Centre for Infectious Disease Surveillance and Control
CTAS	Contact Tracing and Advice Service
CSH	Community Support Hub
DHSC	Department of Health and Social Care
DPH	Director of Public Health
EHO	Environmental Health Officer
HPT	Health Protection Team (PHE)
ICP	Integrated Care Partnership
ICS	Integrated Care System
IMT	Incident Management Team
OCT	Outbreak Control Teams
OMC	Outbreak Management Cell
JBC	Joint Biosecurity Centre
LA	Local Authority
LCT	Local Contact Tracing
LFD	Lateral Flow Device
LRF	Local Resilience Forum
LTP	Local Tracing Partnerships
MTU	Mobile Testing Unit
NHS	National Health Service
NHST&T	NHS Test and Trace
NPIs	Non-pharmaceutical Interventions
PHE	Public Health England
PPP	Public Protection Partnership
RBWM	Royal Borough of Windsor and Maidenhead
SBC	Slough Borough Council
SOP	Standard Operating Procedure
STAC	Scientific and Technical Advice Cell
TVLRF	Thames Valley Local Resilience Forum
TVPHEC	Thames Valley Public Health England Centre
TVHPT	Thames Valley Health Protection Team
UTLA	Upper Tier Local Authority

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1 Introduction

1.1 Context

In early 2020 cases of a severe acute respiratory virus started to emerge with the initial cases identified in China. The virus was officially named SARS-CoV-2 on 11 February 2020 and more commonly known as COVID-19. The UK experienced initial cases in February 2020 and a pandemic was declared by the World Health Organisation on 11 March 2020.

The rapid increase in UK cases in the spring of 2020 put the NHS capacity at risk resulting in phased restrictions from mid-March to the first full national lockdown effective from 23 March 2020.

New emergency powers and autonomy to manage cases were given to Local Authorities under the Health Protection (Coronavirus Restrictions) (England) Regulations 2020 from 26 March 2020.

UK cases initially peaked towards the end of April 2020 and the first lockdown was gradually eased between May and the end of July last year.

The Government established a Contain Framework¹ which sets out how national and local partners work with the public at a local level to prevent, contain and manage outbreaks. The successful management of local outbreaks is a core element of breaking the chains of COVID-19 transmission to enable people to return to and maintain a more normal way of life.

This framework supports local decision-makers by clarifying their responsibilities and empowering them to take preventative action and make strong decisions locally. Managing outbreaks is very dynamic and continuous improvement is critical as we learn more about managing the virus alongside existing infectious disease and emergency response arrangements. The framework consists of six principles which combined with the Guiding Principles² provided by the ADPH aided Local Authorities to developed Local Outbreak Management Plans (LOMPs) to reduce and manage the number of COVID-19 cases.

1.2 Purpose of the plan

Local authorities have a duty to produce a local outbreak management plan setting out how partners should work together to implement the plans and take a preventative approach. These plans are based on the tried and tested practice of preventing, managing and containing outbreaks in individual high-risk settings like care homes, enhanced with a broad range of partners, capacity, communications and clear governance.

The purpose of this plan is to set out the process for managing and controlling COVID-19 with the aim to protect public health by minimising further spread or recurrence of COVID-19 across Slough.

¹ COVID-19 Contain Framework: a guide for local decision makers

<https://www.gov.uk/government/publications/containing-and-managing-local-coronavirus-covid-19-outbreaks/covid-19-contain-framework-a-guide-for-local-decision-makers>

² Guiding Principles for Effective Management of COVID-19 at a Local Level

<https://www.adph.org.uk/2020/06/guiding-principles-for-effective-management-of-covid-19-at-a-local-level/>

Key objectives of this plan are to:

- a. have a joint and coordinated approach to managing any COVID-19 outbreaks;
- b. detail roles and responsibilities in prevention and management of COVID-19 outbreaks and incidents with a view to minimising the spread of infection;
- c. provide local data and insight which will be useful in supporting a local outbreak and managing enduring transmission
- d. support specific high risk settings by way of prevention and if necessary controlling outbreaks;
- e. ensure coordinated communications to the public, businesses, partners and press;
- f. Ensure that the response can be escalated if required, including requests for support.

Achieving these objectives will require a whole system approach across local and national government, the NHS, businesses and employers, voluntary organisations and other community partners, and the general public. Local planning and response will be an essential part of the Test and Trace service as the pattern of COVID-19 becomes more variegated over time.

2 Slough Borough Overview

2.1 Local context

Slough is a geographically small borough on the eastern edge of Berkshire – bordered by Hillingdon to the east, Buckinghamshire to the north and west and the Royal Borough of Windsor and Maidenhead to the south.

Slough has a very diverse population of around 150,000 people – the most diverse in the country outside of London with large first, second and third generations from India and Pakistan and established and new populations from eastern Europe.

Slough is a close, urban area, with around 53,000 homes very close to each other and many multi-generational households. Many properties are homes in multiple occupation in particular in Chalvey and Central wards and there are many areas high on the deprivation index.

Slough has the youngest average population in the country with an average age of just 34 and a high birth rate with more than 5,000 births registered per year.

The school population is also high, with more than 31,000 school-age children.

The town has many large company headquarters, along with a very high number of small and medium businesses and family retail including food businesses.

Traditionally Slough has had poorer health outcomes than the rest of Berkshire and surrounding areas with higher incidences of long-term health conditions including respiratory conditions, heart conditions, type two diabetes and is one of the least active in the country.

The demographic make-up of Slough is an important consideration in our local response to the COVID-19 pandemic. Evidence shows that the burden of illness and death due to coronavirus (COVID-19) is not shouldered equally across the population. In particular, the following:

- **Ethnicity:** The risk of dying is higher among those in Black, Asian and Minority Ethnic (BAME) groups than in White ethnic groups (caused by a result of many different factors). After accounting for the effect of sex, age, deprivation and region, people of Bangladeshi ethnicity are around twice the risk of death when compared to people of White British ethnicity. Approximately 56% of Slough residents are BAME (ONS estimate, 2019).
 - The four largest ethnic groups are 'Asian' (44% of the population), 'White British' (31%), 'White Other' (14%) and 'Black' (8%).
- **Deprivation:** The risk of dying is higher in those living in more deprived areas than those living in least deprived areas. People living in deprived areas are more likely to be diagnosed and to have poor outcomes following diagnosis than those in less deprived areas. Slough has pockets of deprivation, falling within the lowest quintile nationally on the Index of Multiple Deprivation. The three most deprived wards in Slough are Britwell and Northborough, Chalvey, and Elliman.
- **Comorbidities:** People with an underlying health condition such as diabetes mellitus, chronic lung disease or cardiovascular disease appear to be a higher risk of poor outcomes from COVID-19 than people without these conditions.
 - Healthy Life expectancy is currently lower than the national average, at 59.6yr for men, and 59.5yr for women (compared to 69.9yr and 63.9yr respectively).
 - There are also inequalities in health, primarily between different areas of the borough and between different ethnic groups, which need to be addressed.
 - As of 2017, 10.2% of Slough's 16+ population were estimated to have diabetes (diagnosed and undiagnosed).
 - Slough has high-rates of preventable ill health amongst children - including obesity, tooth decay and higher levels of hospital admissions for long-term conditions such as asthma.
 - Multi-morbidity is also known to be associated with lower socio-economic status.³
- **Age and Sex:** People who are 80 or older are 70 times more likely to die than those under 40. The risk of dying is higher among males than females, even though diagnosis rates are higher among females aged under 60. Men make up almost 60% of deaths from COVID-19 and 70% of admissions to intensive care units. Slough's population is relatively young with Slough's median age estimated to be 34.8yr, compared to a national average of 40.1yr.
- **Death in care homes:** Between 1st March 2020 and 25th March 2021, 8% of COVID-19 deaths in Slough were in care homes.

Health and Social Care Landscape

Slough Borough Council is part of the Frimley Health and Care Integrated Care System (ICS), a partnership of local health and care organisations (including local authorities, voluntary sector, NHS - primary care, community care, hospital provider and ambulance service) listed [here](#)⁴. The system has a diverse population of around 800,000 people in East Berkshire, North East Hampshire, Farnham and Surrey Heath.

³ PHE (2020) Disparities in in the risk and outcomes from COVID-19 <https://www.gov.uk/government/publications/COVID-19-review-of-disparities-in-risks-and-outcomes>

⁴ Frimley Health & Care Integrated Care System partners:
<https://www.frimleyhealthandcare.org.uk/about/our-partners/>

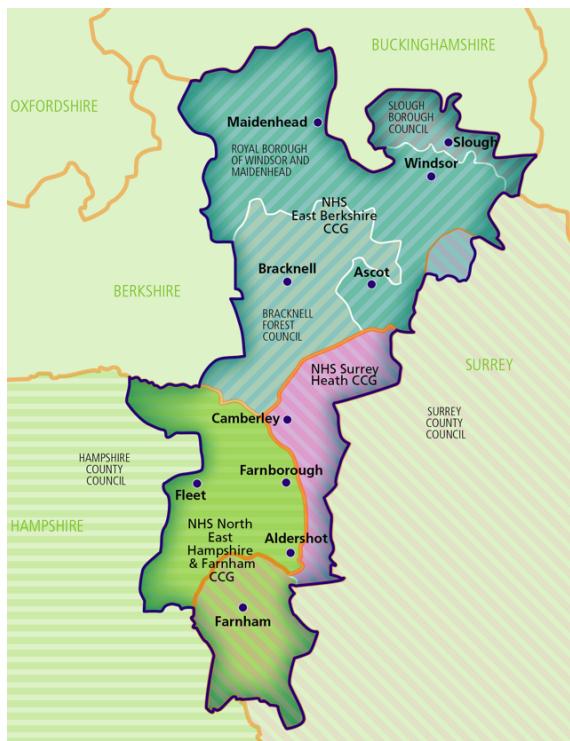


Figure 1 – Map of Frimley Health and Care ‘footprint’

The Impact of COVID-19 on Slough

The data below provides a summary of the impact of COVID-19 in Slough:

- As of 25th March 2021, Slough has had 15,006 positive cases to date, which equates to 68.9 per 100,000. This is higher than both the national (55.7 per 100,000) and regional rate (34.1 per 100,000).
- Up 25th March 2020, there had been 328 deaths involving COVID-19 in Slough. Of these deaths:
 - 271 (83%) occurred in hospital
 - 27 (8%) occurred in care homes in Slough
 - 30 (9%) occurred in other community settings (including at home and hospices)

2.3 Community Impact summary

The pandemic has had significant impact on residents which has been monitored throughout the year.

Amongst the key themes of evidence is the increasing challenges for employment with more young people losing their jobs. There has also been a decrease in the mental health and wellbeing of residents in line with the national trends and it has been difficult for many communities, social and learning groups to stay active.

There has, however, been some positive impacts too with increased levels of volunteering and community engagement between residents. Many residents also reported accessing local parks and open spaces more often during the pandemic. It is also relevant that many residents are continuing to work from home, so workplace outbreaks may be less likely.

As will be described in more detail in section five, the impact for the community has been worse for some groups. Whilst young people and low-income families have been worst affected by the economic impacts, older adults and some ethnic minority groups have experienced worst health outcomes. Longer term, these impacts are likely to continue to expand.

3 Management system

3.1 National: COVID alert levels

The UK Government's COVID-19 recovery strategy 'Our Plan to Rebuild' was published in May 2020 and communicate the current risk at a UK-wide level.

The alert levels are:

Coronavirus alert levels in UK

Stage of outbreak	Measures in place
Risk of healthcare services being overwhelmed	5 Lockdown begins
Transmission is high or rising exponentially	4 Social distancing continues
Virus is in general circulation	3 Gradual relaxation of restrictions
Number of cases and transmission is low	2 Minimal social distancing, enhanced tracing
Covid-19 no longer present in UK	1 Routine international monitoring

Source : UK government

BBC

One of the key objectives of the Joint Biosecurity Centre (JBC) is to provide advice to the UK chief medical officers (CMOs) who in turn advise ministers on the UK COVID-19 alert level. The government's guidance document 'UK COVID-19 alert level methodology: an overview' outlines the criteria used by the JBC as it pulls together advice for the CMOs. The initial methodology was developed following consultation with national public health experts. It has been reviewed and informed by the Scientific Advisory Group for Emergencies (SAGE) and agreed by the UK's chief medical officers.

3.2 Differential levels of outbreaks

On a sliding scale, there are a range of outbreak scenarios that require appropriate actions:

- a. 'cases' refer to individual cases of COVID-19
- b. 'cluster' refers to 2 or more cases associated with a specific setting in the absence of evidence of a common exposure or link to another case
- c. 'outbreak' refers to 2 or more confirmed cases associated with a specific setting with evidence of a common exposure or link to another case

- d. 'community spread' refers to sporadic or linked cases on a limited or extensive basis

3.3 Outbreak escalation

As necessary and depending on scale and complexity of any outbreak it may be necessary to put in place a Berkshire East Tactical Coordinating Group (TCG) or a Berkshire wide TCG. The situation may also require the standing up of the Thames Valley Strategic Coordinating Group (SCG) particularly if complex outbreaks are affecting several Council areas.

If it is considered by the Incident Management Team that:

- a. the outbreak is complex,
- b. there are increasing cases,
- c. the situation is not yet contained,
- d. additional resources are required and/or
- e. wider non- pharmaceutical interventions (NPI) are required e.g. local lockdowns
- f. the impact of the NPIs may affect other agencies

then CMT Gold should be convened and informed and a TCG and/or SCG may be requested to be put in place with the support of Emergency Planning and the Thames Valley Local Resilience Forum (TVLRF). Normally this escalation would be via the standard TVLRF activation process.

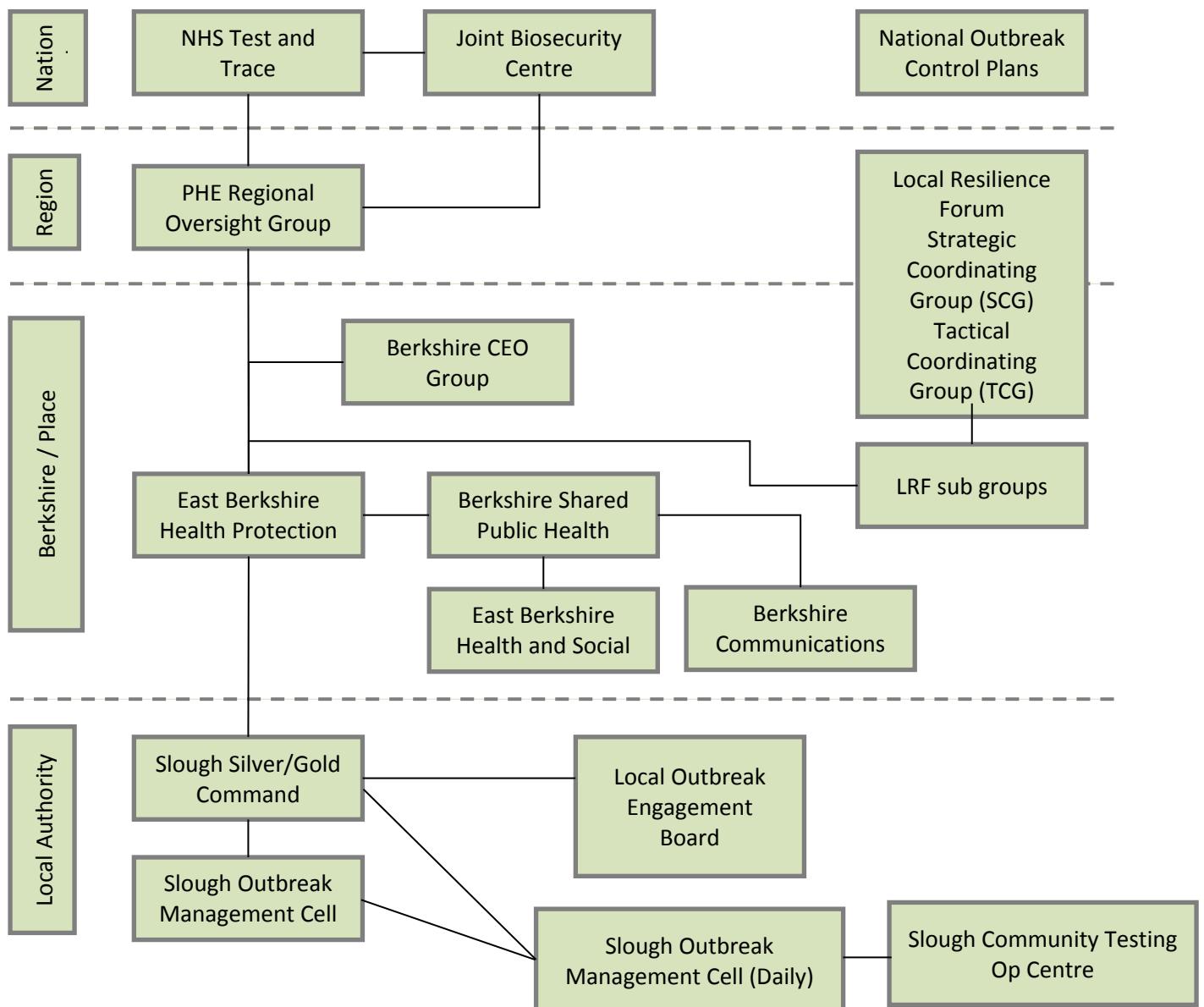
3.4 Cross border coordination

Since the virus does not recognise boundaries there will be outbreaks which will require cross boundary working. Where there are cross boarder outbreaks there are a number of means of coordination depending on scale:

- a. Small scale outbreaks – sharing of information between DPH's
- b. Larger or escalating outbreaks – IMTs in place, the lead for the IMT normally being the Local Authority where the predominantly affected setting is.
- c. Large scale outbreaks - the Local Resilience Forum (LRF), or Fora if cross border, will provide a forum to discuss and agree actions, but the actions themselves will be carried out by each Public Health Local Authorities. The Chief Executives of the Public Health Local Authorities will be ultimately responsible for implementation of the agreed measures. This may also require shared SCGs between LRFs.
- d. Larger scale outbreaks and in extreme circumstances escalation to coordinate may be at national level if a number of Local Authority outbreaks are escalating in numbers. This may result in NPIs changing for a wider geographic area if not the whole country. This would normally arise following recommendations from the JBC to the CMO to the Prime Minister.

4 Governance

Slough Borough is part of a complex governance set-up that spans regional, Thames Valley, pan-Berks, East Berkshire, and Frimley ICS footprints. The following diagram provides an overview of the COVID-19 Test and Trace governance at national, regional and local level which shapes local government.



4.1 Silver/Gold Command

The Silver/GOLD Command Group is in overall control of the council's resources throughout the incident and pandemic. It consists of the Chief Executive, Directors (including Executive Directors), Public Health, Covid Response and Communications. Silver/GOLD Command will take decisions around local restriction measures in discussion with the Director of the Public Health and the Incident Management Team.

4.2 Daily Outbreak Cell

The Group consists of Comms, Public Health, Environmental Health, Community Response, CCG/NHS, the COVID 19 Public Health Schools Officer, Community Testing Project Manager and the Lead for Testing. It is responsible for reviewing daily data, addressing any day to day issues arising regarding the pandemic and escalating as appropriate.

4.3 Outbreak Management Cell

The Outbreak Management Cell provides strategic oversight of the implementation of this plan, reporting into Silver/Gold Command. The purpose of the group is:

- To lead the development, implementation and monitoring of Slough Local Outbreak Management Plan, across the key themes set out by national government
- To lead on the development, implementation and evaluation of a Communication Strategy for the Local Outbreak Management Plan
- To provide specialist knowledge, support and capacity to the COVID-19 response
- To ensure effective governance

4.4 Incident Management Team (IMT)

Public Health England Thames Valley Health Protection Team (PHE TV HPT) or East Berkshire's Director of Public Health will convene an Incident Management Team (IMT) in the case of a local complex settings outbreak, community cluster that needs investigation or challenging widespread community transmission. The IMT will report to the Silver/Gold Command and updates provided to the East Berkshire Health Protection Board. The purpose of the IMT is to agree and coordinate the activities of the key stakeholders involved to manage the investigation and control of an individual outbreak situation. This includes assessing the risk to the public's health and ensure control measures are implemented as soon as possible.

4.5 Local Outbreak Engagement Board

The primary role of the Local Outbreak Engagement Board (LOEB) is to provide political ownership and oversight relating to an outbreak response, provide direction and leadership for community engagement and approve public facing communications. The board will meet monthly but will be required to meet more frequently should an outbreak arise.

4.6 East Berkshire Health Protection Board

The Board is strategic in nature, aiming to add governance and value to local authority discussions. It brings together senior professional leads from partner organisations to support decision making in Local Authorities, NHS and stakeholder organisations.

The overall goals are:

- To support three East Berkshire councils to develop outbreak plans
- To identify economies in scale for preventing or managing outbreaks
- To develop plans with partners
- To scrutinise the delivery of the plans
- Respond to mutual aid requirements

4.7 Thames Valley Local Resilience Forum

The Thames Valley Local Resilience Forum (TVLRF) will support local health protection arrangements working with the Health Protection Board and Health and Wellbeing Board directly through the main multi-agency coordinating groups:

- Strategic Coordinating Group (SCG)
- Tactical Coordinating Group (TCG)

A Local Authority area, Berkshire East or West, or Berkshire wide TCG is the most likely multi-agency group may be put in place on the basis of escalating cases and the need for wider coordination of resources, assets and actions.

4.8 Clinical Governance

Clinical governance is provided by several aspects of the Slough COVID response:

- a. People in decision-making roles have appropriate qualifications.
- b. Continuous and close working with PHE and Frimley Integrated Care System.
- c. Oversight by the Berkshire Shared Team Health Protection Cell.
- d. Community Testing has regular audits, mystery shoppers and peer to peer learning.

5 Vulnerable and under-served communities

Supporting vulnerable people at risk of COVID-19 as well as those who need to self-isolate is an important part of this plan. Slough's Community Support Hub gives guidance and offers support to our vulnerable and self-isolating residents.

As part of the National Test and Trace service confirmed cases or contacts of confirmed cases will be asked to self-identify as vulnerable or whether they may need support. This information will be provided to NHS Business Services Authority (BSA) who will text people with the relevant local helpline details and provide links to websites that allow them to find the numbers of their local support helpline. A list of people will not be provided directly to local authorities daily, as the preferred option of local government colleagues was to use communication from NHS BSA.

If through the notification process from PHE to the environmental health service any individual requests for support are identified, the service will contact the Community Support Hub. Residents who are self-isolating can also contact the Community Support Hub directly.

5.1 Description of Slough Community Support Hub

The TVLRF Community Hubs Cell has oversight of the delivery of support through local authority led community hubs to people who are self-isolating and/or shielding in their own homes or who are in a vulnerable group in another setting and have no other means of

support. The core support offered is the provision of food, medicine and befriending. The Slough Community Hub is led by Slough Borough Council working in partnership with Slough CVS. The hub provides support through staff teams and a network of volunteers to people who are self-isolating without neighbour, friends or family who can help them and those in the following categories:

- **Category A** - Extremely clinically vulnerable people who are shielding. Over 15,000 people have been advised to shield in Slough. The scheme is well developed for these people.
- **Category B** - Clinically vulnerable people (over 70s, people with specific medical conditions and pregnant women).
- **Category C** - Other vulnerable people (not at increased risk due to medical reasons) who are at risk due to the restrictions put in place through social isolation, worsening mental or physical health or risk of violence. It includes homeless people who need to self-isolate, people with specific disabilities, or at-risk factors where social isolation exaggerate or worsen illnesses or their circumstances, those who need safeguarding such as children, including children looked after, care leavers, carers and young carers and vulnerable adults, Traveller communities including GRT, financially vulnerable and BAME communities.

Support with shopping, prescription collection and dog walking will remain in place for anyone self-isolating or vulnerable beyond the end of the current shielding restrictions on 31 March. However since shielding was first lifted on 1 August 2020 at the end of the first lockdown, The Council have been supporting people to regain their independence and where possible supporting them to set up online or telephone supermarket shopping slots and this will continue to be a priority beyond 31 March. All residents identified as shielding where appropriate will be included as part of our preventative work going forward.

5.2 Process for supporting vulnerable/shielded and people who are self-isolating

The NHS test and trace service holds the contact details for the Slough community hub helpline and will refer people to it. (**One Slough 01753 944198 Monday to Friday from 9am - 4pm**). Anyone advised by the NHS test and trace service to self-isolate can contact the community helpline if they have no other means of support including those arriving from abroad. As people will be self-isolating for a short period of time the hub will ensure that the support will be timely, and flexible to support a cohort of people that will be constantly changing.

The community hub offers:

- welfare checks
- information, advice and guidance
- food shopping and delivery
- prescription collection and delivery
- befriending
- dog walking
- referrals to Slough Borough Council housing and welfare and social care services
- referrals to other voluntary sector partners including Slough CVS for support with financial, welfare, legal or debt issues
- referral to Slough Foodbank for anyone needing access to free food

- safeguarding referrals.

Residents that are extremely clinically vulnerable will receive updated information about the support provided by the community hub whenever shielding is reintroduced by the Government. Residents who are newly added to the shielding list or those who register online on the national support hub (<https://coronavirus-shielding-support.service.gov.uk/>) will also receive welfare check calls from Slough.

5.3 Slough BAME Project

5.3.1 Background

- Early recognition of the impact of Covid19 was having particularly on the BAME community launched a collaborative work programme with the aim to reduce these health inequalities and the disproportionate impact on our ethnically diverse communities both in loss of life and on livelihoods. We knew from initial information being published of the additional risk to people from BAME backgrounds due to a number of prevalent risk factors
 - 54% of the population from BAME background, including 11% white non-English
 - Over 8000 (about 6.2%) don't speak English well, or at all
 - In 15.5% households no one speaks English as first language
 - It's a high density population combined with areas of high deprivation (59.5% of Sloughs residents live in deprivation deciles 2-4)
 - Large multigenerational households and many of multiple occupation
 - Significantly higher prevalence of Hypertension, Obesity and Diabetes for 50-59 year olds
- Our programme between the NHS, voluntary sector and local authority focused on the following
 - Engagement and communication with communities
 - Reducing and preventing harm from COVID-19
 - Clinical management of those experiencing symptoms
 - Gathering intelligence to tailor and target interventions
- Our challenge was to mobilise quickly to contain the spread of infection and minimise risk whilst developing culturally centred interventions that built on existing assets and projects. We needed to reach communities with up-to-date messages and the importance of taking protective measures in different languages, formats and multiple media. The community team and public health worked together with cultural local leaders, faith and community groups and the local radio station

5.3.2 Current Status

- The partnership has used wider networks and programmes to raise awareness and shared the valuable learning regionally and nationally. The project also has served to create other local initiative to prepare for next phase of the Covid-19 pandemic.
- In the communication and engagement work our community and voluntary sector working together with public health has launched further initiatives to help prevent and protect
 - Slough Community Champions – initial target of 100, now 643 - [Community Champions – #OneSlough](#)
 - Launch of #Fit2FightCovid promoting wider future preparedness and increasing physical activity levels within the community
 - #OneSlough Tuk Tuk taking Covid messages around the town

- Supporting the launch and promotion of the NHS contact tracing app for use across our communities
- Working with National Institute for Health Research to engage Indian and Pakistani communities in Slough and the vaccine registry
- The programme also included development of the Covid pulse oximetry at home service is live across all areas now which has enabled clinicians to admit to for earlier safe and supported discharge. It also included proactive case finding of people at risk from our primary care registers to provide people with interventions aligned to risk factors, from information and advice to health checks and proactive remote monitoring.
- It also included development of a detailed needs assessment together with prevalence data. Through the COVID-19 Insights Tool we were able to combine data from the shared care record, direct feeds from our acute providers as well as Test & Trace data to help us understand the COVID-19 cohort such as if COVID-19 patients are in a hospital bed, care home or at home, as well as their risk factors for severe outcomes from COVID-19.

5.4 Under-served communities and addressing inequalities

COVID-19 has shone a fresh light on the health inequalities that already existed. As the pandemic progresses and we move towards recovery, unless addressed it is likely these health inequalities will widen further. COVID-19 has had a direct and devastating impact on some people but the longer-term impact on the way we all live and work, our towns and villages, our businesses and our economy are only just becoming apparent.

The impacts of COVID-19 have been experienced by different groups of Slough's local community in different ways, in both the immediate and longer term. Those who are already disadvantaged may be the most vulnerable to its effects. Some groups appear to be at greater risk of being infected by and dying from COVID-19, these include:

- Older people
- Men
- People living in deprived neighbourhoods
- People from Black, Asian and minority ethnic (BAME) groups
- People working in keyworker roles, such as caring and nursing professionals, taxi drivers, security guards
- Care home residents
- People with certain long-term conditions such as hypertension and diabetes.

For COVID-19, unlike other emergencies, the boundary between response and recovery is blurred. The response is going to take some time, and how we respond now will influence how well we as a society and community recover and thrive in the future.

The Director of Public Health's [Public Health Annual Report 2020](#) clearly sets out the key areas of focus for the continued response and our transition into recovery. The development of the strategic and operational response to recovery is now underway. Addressing inequalities will be central to that plan to ensure we learn from the COVID-19 response and that our plans for recovery are equitable and meet the needs of all of our local communities and population groups in order to narrow the growing inequalities identified.

6 Communications and engagement, including community resilience

6.1 Berkshire-wide communications and engagement

With a population of just under 1m across all six Local Authorities, the Shared Team Comms & Social Marketing team is dedicated to creating strategies and tactical plans that are appropriate for a diverse community. Working closely with Public Health, Health Protection, Informatics and Communications across all six LAs and NHS groups such as Frimley ICS, we have successfully created engaging, motivating and mobilising campaigns that address specific challenges.

Our public health website is proving a valuable source of information and support for residents, businesses and Council stakeholders, with tens of thousands of weekly users. We ensure it is updated with new content on a weekly basis, to drive strong search engine optimisation which is keeping visitors coming back. By providing multi-format content for multi-channel use, our assets and messages are reaching people who tend to use one channel over another. Re-purposing of assets is also working well, for example the RBWM uploaded a graph from our website to their Twitter handle and it attracted 25,000 views.

A key focus for us is to build a strong and trusting network and we're pleased to say we have built a great professional relationship with leading pan-Berkshire media, such as BBC Berkshire, BBC South Today and Meridian, which provides our Directors of Public Health with a platform from which to share the facts about Covid-19 rates and control measures across the County. We are the go to contacts for interview requests plus we also engage these journalists on a proactive basis when we have a strong story to tell. Each Friday, we attend a Cabinet Office briefing to hear latest updates and have the opportunity to influence future materials. We have a strong collaboration with the DHSC and recently collaborated with them to create a simple, clear LFT infographic. When the Adil Ray celebrity video was launched across most major TV stations, we sent a tweet to Adil Ray to request permission to upload the video onto our website and this was agreed to by him.

It's always challenging working across such diverse communities and with six individual LAs who have their own ways of working but we feel that in the six months of being in post, our team has made a valuable difference both internally and externally. It was a real PR bonus when former PM Theresa May told her stakeholders about the value of the website at a face to face meeting back in October!

Trust takes years to build and minutes to break and our approach in the Shared Team Comms and Marketing group, is to build this trust through accurate, valuable and factual information based on insights. We have established an excellent close collaboration with the Public Health Leads across Berkshire and also engage frequently with the Communications Leads to ensure we are aligned and on message. Public engagement is crucial to the success of outbreak control and management.

We take our lead from Government, NHS, PHE and DHSC key messages and assets and localise them where required but without losing the key message and where appropriate, call to action. Local activities, by local people, to local people is definitely the way to go. There are communities who are less able to access accurate and fact-based information to steer them towards an appropriate decision and fake news is rife. So we have adopted a multi-channel, multi-format approach to our comms strategy and ensure that we collaborate with thought-leaders and key stakeholders to deliver the right message, to the right people, at the right time and in the right format.

6.1.1 Berkshire Public Health website

To provide all Berkshire stakeholders, including residents, businesses and local authority leaders, with a one stop shop for latest information on infection rates, death figures, local area guidelines on what you may/may not do under the Tiering, or latterly lockdown, for each of the six LAs, www.berkshirepublichealth.co.uk was created.

Within the site, there is a Covid Dashboard, first of its kind in the UK at launch. We also built a My Local Area section with interactive map to reveal latest data for each of the six LAs. Visitors to the site can also pop in their Berkshire postcode to find out what tier they are in and what the rules are for that tier (now lockdown rules). Plus, the Information Centre which contains a wealth of helpful information including testing sites, self-isolation, comprehensive weekly reports providing detailed coronavirus information for all six LAs and new section focussing on the Spring 2021 Roadmap.



6.1.2 Local engagement stories

What started off as a data and information site, soon evolved into an awareness, education and engagement resource to meet the needs of our communities. It mirrored the government updates as and when they happened (often with seriously short notice) and went several steps further to provide local stories from local people designed to engage, motivate and mobilise people to follow the rules. Three chapters of video stories are available on the site and were also distributed through social media channels. The three storylines covered are:

1. “Don’t bring Covid home” (supported by a short animation)
2. “Spread the facts, not the virus”
3. “How long do you want this to go on for?”.

They feature storytellers from across Berkshire and in roles within primary and secondary care, care home staff, key workers, musicians, youth, sport and a myriad other professions.



If you have symptoms or if someone you're closely
contacted has symptoms, isolate.
If you're offered a vaccination, please have it.

I wanted to say thanks for sorting [the videos] – they are really, really helpful.”

*Alayna Razzell
Head of Communications and Marketing,
Bracknell Forest Council*



You can infect others even without knowing. Masks matter.
I'm 3 times more likely to catch COVID if I have symptoms, book a test.

“Our CCG comms lead in RBWM has asked if they can use the video that you created with Dr Clare Nieland. The CCG would like use it as part of a video that they are creating to show people after they have had their vaccine and are in the 15 min observation room.”

Holli Dalgliesh



Stop the spread.
Look out for others.



Stay at home.
Don't be a social spreader.



Stay at home.
Covid kills!

6.1.3 Social Insights

When data revealed that there were specific sections of our communities not following tiering guidelines, we created and rolled out a Social Insights Survey, designed to provide us with valuable information on how to engage and influence these groups. Community Champions and the Voluntary groups supported the roll out and Slough was further supported by results of a social listening media audit and a radio ad on Asian Star which doubled the number of responders over one weekend.

The results of the survey were the baseline for a creative comms campaign and options were tested with survey responders before being rolled out. The winning theme was “Don’t be the one” and featured a series of social statics driving home the hands, face space messaging. All LAs featured these assets on their social channels including FaceBook, Twitter and Council websites.



6.1.4 Community Testing

As rapid community testing was announced, we updated the website to include specific information on tests including visuals, video content and text. We have also created a Toolkit for employers to engage and motivate their staff to participate in rapid testing twice a week. We also joined a Slough Working Group with Community Champions, Public Health and Voluntary sector to create the engagement pack for residents of Slough, ensuring that it could not be seen as a “finger pointing” exercise targeting specific communities.

6.1.5 Vaccination

Initially, all comms for the vaccination programme were NHS/Govt led but in February, local authorities were asked to engage. It really was essential for Local Authorities to play a key role in awareness, education and encouraging participation to encourage our communities to participate in the vaccine programme. As such, we created a bespoke page on our website dedicated to vaccination information.

Visitors to the site can find a wealth of material including an overview of vaccines, how they work and what they do. There's a handy FAQ section which addresses the known barriers that some people have when deciding to have the vaccine. Fertility, vaccine ingredients,



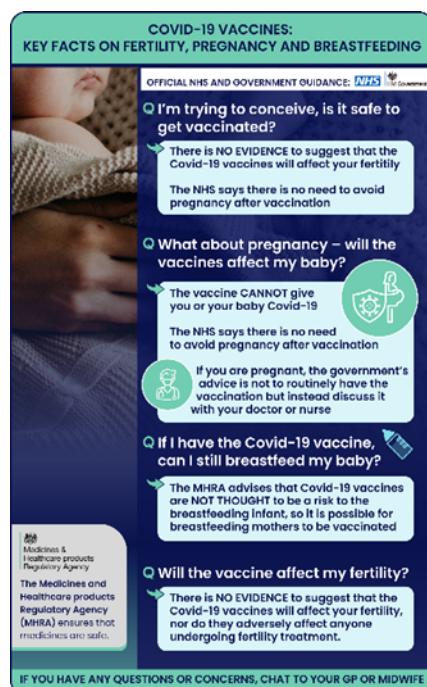
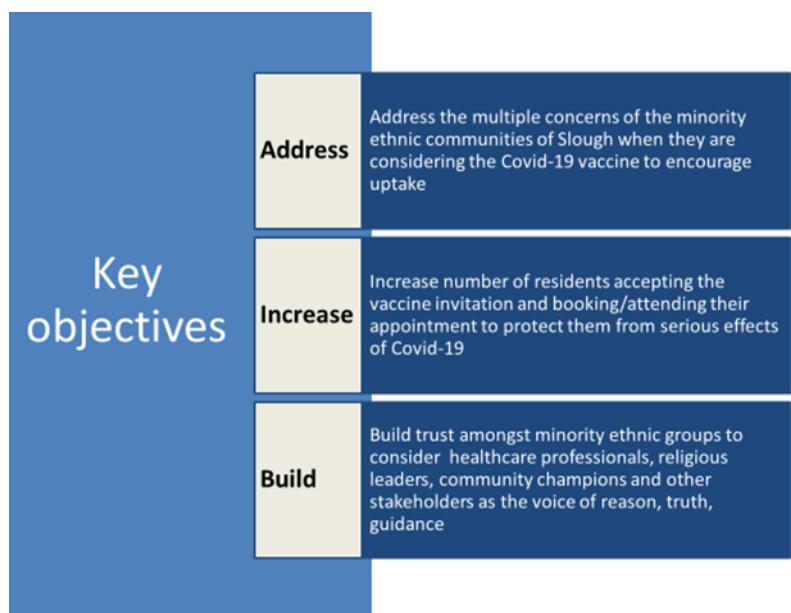
speed of development, safety and effectiveness, religious concerns and more are covered in written, visual (infographics) and video format.

We also feature video content in a large number of languages to support our communities. We received permission via Twitter from Adil Ray to upload his celebrity video which is on the site.

We sit on several Boards and teams who are collaborating to identify the barriers to vaccine uptake in some communities in Berkshire and agree a strategy for engaging, motivating and mobilising these people to participate in the vaccination programme.

6.1.6 Media Interviews

We have been both proactive and reactive with pan-Berkshire media such as BBC Berkshire (radio), BBC South Today (TV) and Meridian TV and working with Slough on a specific pre-record on Asian Star Radio, featuring Tessa Lindfield. We are the go-to for media updates and views on the pandemic. At many points, we were receiving daily requests from the BBC for interviews across a wide range of topics. With the great support of our Public Health Directors, we were able to



accommodate 90% of all media requests.

6.1.7 Issues Management

We have on occasion been made aware, when talking to our media contacts, that the media is searching for information that we might not yet be in a position to share (for example, seeking quotes and interviews about the vaccination rollout before it started, at a time when we were asked to ensure the only comment on this would come from the NHS). This has necessitated the creation of reactive statements and 'lines to take' if approached by the media, which we have shared with the DPHs and with communications leads across Berkshire.

6.1.8 'Be Well' – Berkshire Emotional Wellbeing

It's clear that the pandemic has caused a marked increase in people experiencing poor mental and physical health. In fact, 2/5 psychiatrists have reported an increase in people needing urgent and emergency mental healthcare – including new patients – in the wake of the lockdown. Outbreaks of suicidal thoughts have increased during lockdown, especially among young adults (www.bmj.com/content/371/bmj.m4095).

To address these alarming figures, we are kick starting an emotional wellbeing awareness, education and support programme across Berkshire. This will be web-based and feature a range of different co-created modules in different formats to appeal to our diverse communities. We will engage local MH services, support groups and leaders to advise on our approach and content. It is possible that we will partner with DHSC on this campaign.

6.1.9 LA Comms Collaboration & Alignment

Every Monday, the Heads of Communications for each of the six LAs plus the lead of the Shared Team Comms Team engage in weekly meetings to ensure we are all aligned and collaborating on strategy, messages and actions surrounding the impact of Covid-19 across Berkshire. This forms a key part of our joined up approach to engaging, motivating and mobilising residents. When the Shared Team creates new assets to target a specific issue, it is briefed in to the LA Comms Leads who are then encouraged to post the assets on their social channels. This ensures a consistent message being communicated across all six LAs and across multiple channels.

6.2 Local Slough Population Communication

6.2.1 Engagement

Public engagement is crucial to the success of outbreak control and management. The public, partners and other key stakeholders need to have a good awareness of the NHS test and trace system, outbreak controls and measures and the confidence to engage if they become symptomatic or aware of a local outbreak. They also need relevant and timely information on vaccination in order to encourage confidence and, where necessary, behaviour change. Slough residents need to appreciate their civic responsibility to engage with NHS test and trace and public information, advice and guidance must be clear and easy to follow.

We will engage with residents using a broad range of communication channels including:

- Social media – Slough Borough Council social media pages, local community group pages and town and parish council pages.
- Gov.Delivery updates for registered users
- Local press- news releases and statements
- Public facing website
- Local radio

- Hard copy materials.
- Advertising and outdoor media

All communications published will be based on government guidance and information provided by Public Health England and/ or the NHS, adapted as appropriate for a local audience taking into account equalities considerations.

We will also engage through established relationships and community networks including:

- Internal staff and service areas
- Borough councillors
- Local M.P
- Parish and town councils/councillors
- Partners – housing associations, TVP, RBRFS etc.
- Communication Information Champions
- Schools
- Community support hub
- Voluntary and community organisations
- Groups representing BAME, faith and belief and other affinity groups
- Social care provider partners
- Other high-risk settings e.g. residential settings, care homes, hospitals.

The Slough Local Outbreak Engagement Board (LOEB) is a member-led oversight board. The primary roles of the LOEB are to have oversight relating to outbreak response, provide direction and leadership for community engagement, and public facing communications.

6.2.2 Communications with the general public

Slough Borough Council is a recognised and trusted source of communication amongst the community. If an outbreak occurs, The Local Outbreak Communications Plan⁵ would be followed. This draws on existing communications activity based on Government advice. If an outbreak occurs out of hours or over the weekend, an out of hours communications officer can be reached via 07824 624672. Ask for the duty communications officer.

If there is a positive case in a non-high-risk setting, we would not necessarily need to communicate on this unless approached from the press/concerned residents or we were guided by PHE that communication is necessary.

The key messages within the plan can be broadly split into two categories:

- 1. Preventative measures** - encouraging and building confidence with residents to engage with the NHS test and trace service, observe social distancing restrictions and control measures and encouraging vaccination take-up. As well as continuing to be vigilant and maintain good hand hygiene, wear face coverings in specific spaces and look out for those who are medically vulnerable, self-isolating or shielding. Including signposting to what support residents can receive if they are self-isolating.
- 2. Targeted messages in response to local outbreaks** - supporting high risk settings by amplifying messages when an outbreak has occurred and reassuring and responding to public enquiries. This would include explaining any restrictions that need to be observed as a result of an outbreak and keeping residents up to date as

⁵ WHO (2008) Outbreak Communication Planning Guide <https://www.who.int/ihr/publications/outbreak-communication-guide/en/>

restrictions then lift or change. It will be necessary to use internal and external partners and different communication channels in order to reach different groups of residents.

The main objective is to ensure residents and businesses are aware of the NHS Test & Trace service locally and how Slough Borough Council aims to communicate to residents when there is a local outbreak in a high-risk setting. Vaccines, testing, community response Targeted communications plans for specific high-risk groups and settings will be developed and rolled out to complement the general preventative messaging and to aid engagement during an outbreak.

6.3 Community resilience

The Community response in Slough has been notable in terms of people volunteering for supporting the OneSlough COVID cause. The volunteers have helped deliver food, assist at the vaccination and testing sites and help people's mental health by connecting with isolated people.

Initial reports show that mental health and physical health have been severely affected in Slough by the pandemic, and a high number in the population have been adversely economically affected. A Community Impact assessment will be undertaken, but it is clear Slough will require a great deal of community resilience to recover from the pandemic.

Moving forward Slough will be working with partners across the local system, including Healthwatch, CCG, CVS and the general public under the emerging inequalities strategy programme of work and as part of the broader Wellbeing Strategy to explore how both the CVS and individuals can be empowered and supported to continue to build community resilience.



7 Outbreak management response toolkit and Transmission Prevention

7.1 Data

7.1.1 Data Access

Having access to accurate and timely epidemiology data is critical in order to prevent and respond to COVID-19 outbreaks across the borough. This data is used to:

- Review daily data on testing and tracing;
- Identify early warning signals of any potential outbreaks;
- Monitor the effectiveness of the Test and Trace programme;
- Identify potential complex outbreaks so that appropriate action can be taken in deciding whether to convene an incident control team;
- Track relevant actions (e.g. care home closure) if an outbreak control team is convened;
- Identify epidemiological patterns in the local authority area to refine our understanding of high-risk places, locations and communities;
- Provide intelligence to support quality and performance reporting to the Local Outbreak Engagement Board

A data sharing agreement is in place between Public Health England and the Director of Public Health (Berkshire East/West) that enables Berkshire local authorities to access the relevant person identifiable data required to support the ongoing surveillance and response to COVID-19. Agreements are also in place to receive additional data from the Department of Health and Social Care, NHS Digital, NHS England and NHS Improvement and local health organisations. Locally we have ensured that those who require access to this intelligence for different purposes can do so, regardless of organisational affiliation, whilst ensuring that the stipulated informational governance and confidentiality requirements are met. Each user of this data is required to fill in a *Declaration of Use* form that confirms that they have read and understand the purpose and principles of the data that they are given access to.

Datasets provided by these data sharing agreements include:

- people who have been tested for COVID-19 and the results of that test (positive, negative and void)
- cases, contacts and exposure settings recorded by the NHS Test and Trace System and local contact tracing teams
- summary of the number of COVID-19 vaccinations delivered by Joint Committee on Vaccination and Immunisation (JCVI) priority group, demographic cohort and dose
- outbreaks within care homes, schools, workplaces and other high-risk settings that have been notified to Public Health England's Health Protection Teams
- enhanced line lists and network maps to help identify connections between individual cases
- COVID-19 activity in local hospitals, including bed capacity and usage, admissions and discharges
- In addition, Public Health England also produces daily situational awareness and epidemiology reports for each local authority. These summarise the trends in testing, positivity and case rates and identify changes in the demography and location of cases and outbreaks.
- A log of these and other publicly available data sources are kept along with details of how they are used for local surveillance by the Berkshire Public Health Shared Intelligence team.

7.1.2 Local uses of data

The Berkshire Public Health Shared Intelligence team has developed a suite of COVID-19 surveillance products that use the restricted data provided through data access agreements and also information that is publicly available. These include:

- Berkshire COVID-19 surveillance dashboard: a summary of key information including data on cases, deaths, outbreaks in high-risk settings, contract tracing and local hospital activity.
- Berkshire Care Home and High-Risk settings database: collates information on outbreaks in care homes and high-risk settings as they are reported from PHE Thames Valley Health Protection Team and Local Authority Environmental Health teams.
- Common Exposure prioritisation tool: updated weekly to support the identification and prioritisation of common exposure settings across Berkshire. The development of this tool has been informed by pilots that have been undertaken in other parts of England, PHE guidance and Berkshire Local Authority Environmental Health and Public Health Teams.
- Deep-dive surveillance packs: produced on a weekly basis to provide a more detailed analysis of the confirmed cases in each Berkshire LA over the previous 14-day period. These packs have enabled local authority Incident Management Teams (IMTs) and surveillance meetings to examine local cohorts (by gender, age, ethnicity, setting, ward) and identify parts of the community that may be more affected at different points in time.
- [Berkshire Public Health website](#): This website was implemented to ensure that Berkshire residents could have access to meaningful and timely information about the impact of COVID-19 in their local area. The COVID-19 dashboard is updated daily and includes key indicators on case rates, deaths and calls to NHS 111/999. In addition, the website provides local information and communication campaigns to support the Covid-19 response (i.e. vaccinations, testing sites, explanation of restrictions and guidelines for local authority areas)
- Berkshire Covid-19 Weekly Briefing: The weekly briefing provides a summary of local COVID-19 information and key communication messages for Berkshire. This is a public-facing document and is uploaded onto the website each week.
- Testing dashboard: updated weekly to monitor testing rates at a local authority and test site level. Analyses include a more focused look at the types of tests used and also shows how these rates differ between gender, age, ethnicity and ward.
- Modelling: the Team developed a model for COVID-19 cases and deaths in the 1st and 2nd wave of the pandemic. This was adopted by the Thames Valley Resilience Forum and is routinely updated to indicate how actuals compare to the modelled estimates.
- Local Contact Tracing activity and evaluation: a set of indicators have been agreed across the Berkshire local contact tracing teams to monitor and evaluate activity.
- Covid-19 Insights tool: Berkshire Public Health Teams have supported Frimley Health NHS Foundations Trusts Analytics Team to develop an integrated Covid-19 Insights tool, which is available for use across the Frimley Health ICS and Berkshire West CCG footprints. This combines Covid-19 case data with information recorded on patient's GP records and provides additional insights into the cohorts of people currently in hospital, the prevalence of long-term conditions in people with Covid-19 and the location of people in clinically extremely vulnerable groups. The Frimley Insight tools have also aided a detailed needs assessment into the impact of Covid-19 on Slough's BAME population.

Each local authority has a weekly Incident Management Team and/or surveillance meeting to discuss the current COVID-19 situation and to inform the local response. Representatives

from departments across the local authority, CCG, PHE and the Shared Team examine key findings from the surveillance products outlined above and share local intelligence. The focus of any additional analyses are agreed through these meetings based on the evidence provided. Bespoke analyses have concentrated on specific cohorts or locations within the local authority area that are over-represented in the confirmed case rates (for example: Gypsy, Roma and Travellers, military personnel, university students, specific ethnic groups and school pupils/teachers). The findings from these analyses, as well as local intelligence from within the local authority, have helped to shape our Covid-19 response to ensure that the needs of these specific groups are met.

A summary of the key surveillance products and local intelligence are summarised and taken to the fortnightly Health Protection Boards and Local Outbreak Engagement Boards.

A Berkshire COVID-19 Intelligence Group has been set-up to share information and good practice across the county's Public Health Teams. Each Berkshire local authority is represented at these weekly meetings and these provide an opportunity to discuss local surveillance products, identify cross-border work and receive updates from regional and national groups. The Group has implemented a risk and issues log to capture and resolve any problems identified. Opportunities to improve and develop the work delivered by this Group are regularly discussed and are feedback to the Directors of Public Health and local authority Public Health Teams.

7.1.3 Opportunities and additional data sets

Our local COVID-response would benefit from more comprehensive vaccination data being shared with local authorities. This would enable us to ascertain and address local inequalities and nuances. The information that public health teams are able to access about COVID-19 hospital activity is also limited. Locally, we have access to Frimley ICS's System Insights tool which helps to provide some hospital activity data through a local authority perspective, however this is restricted to hospitals within the immediate ICS area. This does not account for Berkshire residents that are admitted to hospitals in bordering ICS areas. We are not currently utilising the information gathered through waste water analysis or the NHS App. Both of these dataflows will provide additional tools for our local surveillance and we will utilise these once the information is available at a more localised level. We have also identified an opportunity to capitalise on social media data through Meltwater. This will help to increase the reach and impact of our COVID-19 communication campaigns by working with key local influencers. The Berkshire Public Health Social Media and Communications Team will investigate this opportunity further and incorporate it into future communication campaigns.

7.1.4 Data Sharing

There will be a proactive approach to sharing information between local responders by default, in line with the instructions from the Secretary of State, the statement of the Information Commissioner on COVID-19, and the Civil Contingencies Act 2004. Data-sharing to support the COVID-19 response is governed by three different regulations:

- a. The four notices issued by the Secretary of State for Health and Social Care under the Health Service (Control of Patient Information) Regulations 2002⁶, requiring several organisations to share data for purposes of the emergency response to COVID-19

⁶ <https://www.gov.uk/government/publications/coronavirus-covid-19-notification-of-data-controllers-to-share-information/coronavirus-covid-19-notice-under-regulation-34-of-the-health-service-control-of-patient-information-regulations-2002-general>

- b. The data sharing permissions under the Civil Contingencies Act 2004 and associated regulations and guidance
- c. The Statement of the Information Commissioner on COVID-19

There is also an Information Sharing Protocol in place for the TVLRF.

7.2 Testing arrangements

See Appendices for how high risk groups and settings access testing in Slough.

7.2.1 Symptomatic Testing

For people with symptoms, Polymerase Chain Reaction (PCR) tests are used. These are sent to a laboratory to be processed and results typically take 24 to 48 hours.

The NHS and PHE organise Pillar 1 testing primarily for those with a clinical need as well as for health and care workers.

Pillar 2 symptomatic testing is provided seven days a week across Berkshire at a number of fixed regional and local test sites; some walk-in, others drive-in. In addition, Mobile Testing Units (MTUs) rotate around Thames Valley venues prioritising areas of higher prevalence and outbreaks. Berkshire LAs have some influence in planning MTUs in their area via the Testing Implementation Group (TIG) which meets weekly.

Members of the public book appointments for tests on-line (or by telephone) using the national system⁷ or request a home test kit to be delivered by post.

PCR tests can be genome sequenced to identify new variants of the virus or track variants of concern.

PCR tests are also used to confirm positive lateral flow test results where the test has been conducted at home (e.g. Primary School Teachers, NHS staff etc.).

7.2.2 Asymptomatic Testing

Asymptomatic testing is currently provided using Lateral Flow Devices (LFDs). These provide a rapid result in about 30 minutes without the need for laboratory processing. The aim is to identify cases without symptoms so that they will isolate to prevent the spread of COVID-19. There are an increasing number of national schemes covering cohorts such as:

- NHS staff
- Care Homes
- Domiciliary care
- Prisons
- All employers regardless of size of business
- Schools and Universities
- Households and support bubbles of those working in/or attending primary schools, secondary schools and early years settings

⁷ [Get a free NHS test to check if you have coronavirus - GOV.UK \(www.gov.uk\)](https://www.gov.uk/get-a-free-nhs-test-to-check-if-you-have-coronavirus).

Berkshire Local Authorities have set up community testing sites across the county and uploaded details to the NHS Test Finder website⁸ to enable members of the public to identify convenient testing facilities. Slough residents can book a test via the website [Mass rapid testing – Slough Borough Council](#), which also provides clear information about the testing programme locally. In addition, walk in provision is available across all sites. Mobile provision has commenced at various regular sites around the Borough.

At the test centres, test subjects register their details online so that they receive confirmation of their result. They are guided by trained staff to self-swab their throat and nose before passing the swab to a trained test processor who combines the swab with an extraction fluid in a test tube. A sample of this liquid is placed at one end of the device. Capillary action draws the sample through the device to display a line to confirm that the device is working and a second line will be displayed for positive results where the virus is detected. Results are communicated by text or email.

Businesses will be able to register for onsite testing equipment for their employees on the [government website](#). Business who are unable to arrange onsite testing for their staff are encouraged to send their staff to a local community testing centre instead.

Slough's Community Testing Programme seeks to maximise the accessibility of lateral flow tests for the general public, particularly those who can't work from home and local businesses. There are a number of static sites and a mobile van that regularly visits set sites such as supermarkets during the week.

7.2.2.1 Community Collect

Slough will make home testing kits available at our asymptomatic testing sites for those who are eligible.

LFD tests carried out at home require a confirmatory PCR for a positive result.

7.2.3 Testing in an outbreak

In an outbreak situation, testing frequency and methodology will vary. Typically, PHE TV HPT will conduct a risk assessment to determine the most appropriate testing solution.

For settings such as care homes and other vulnerable groups, Berkshire Health Foundation Trust (BHFT) may arrange swabbing/testing on site.

Where appropriate, support will also be provided via the Thames Valley Public Health Testing Coordinator. This might include one or more of the following:

- deployment of reserve MTUs
- liaison with the Regional and National Testing leads in order to arrange bespoke testing packages
- mass home testing kits delivery to allow for mass testing to be coordinated locally

7.3 Local Contact Tracing (Local Tracing Partnerships)

All Berkshire LAs have developed local tracing partnerships which combine national scale with local knowledge.

⁸ [COVID-19 test site finder](#)

When someone tests positive for COVID-19, NHS Test and Trace (NHST&T) aim to make contact with the individual as soon as possible using links to an on-line form and by telephone. Berkshire LAs have systems in place whereby information on positive cases that NHST&T have been unable to reach (in the first 24 hours) is diverted to LA teams via Power BI⁹ or CTAS¹⁰. Local Authorities utilise their internal resources and databases to source alternative contact details to speak to positive cases and gather information about the people they may have infected (their contacts) based on agreed criteria about when they were infectious and how close they were to others, for how long etc. This allows the contacts of cases to be identified and referred back to NHST&T call handlers. LAs also provide local signposting information to ensure individuals have the support they may require during their isolation period including how to access isolation payments.

Local Contact Tracers should consult with the Slough PH Team on the cases/contact situations below to refer cases/contacts up to PHE Health Protection Team:

Cases with concerns about identifying a person
Likely media/political concerns/interest e.g. death of a child
Cases or contacts who are unable to comply with restrictions
Case identifies potential outbreak
Safeguarding concerns
Cases attempting to leave the country
Case has unidentified direct contacts within their household

For mechanism see section 8.1.

Berkshire LAs are considering enhancements to their Local Contact Tracing systems such as:

- Diverting cases from NHST&T to contact cases before they would usually be managed by National Teams
- Contacting all positive cases as soon as their information appears in Power BI to ensure that they are isolating appropriately
- Linking with Common Exposures data as part of Enhanced Contact Tracing (see Section 9.3)

7.4 Legislation, Compliance and Enforcement

7.4.1 Legislation

The [Health Protection \(Coronavirus, Restrictions\) \(England\) \(No.3\) Regulations 2020](#)¹¹ (the Regulations) made under the Coronavirus Act 2020¹² came into force on 18 July 2020. They grant local authorities additional powers to respond to a serious and imminent threat to public health and to prevent COVID-19 transmission where necessary.

The current Regulations include powers for local authorities to:

- restrict entry to, or make requirement on or close, individual premises
- prohibit, or restrict or make requirement on, certain events (or types of event) from taking place

⁹ Power BI – PHE database of COVID-19 information including positive and negative test results

¹⁰ CTAS – Contact Tracing and Advice Service. NHST&T database for contact tracing

¹¹ <https://www.legislation.gov.uk/uksi/2020/750/made>

¹² <https://www.legislation.gov.uk/ukpga/2020/7/contents/enacted>

- restrict access to, or close or restrict or make requirements on, public outdoor places (or types of outdoor public places).

To make a direction under the Regulations, a local authority must be satisfied that the following three conditions are met:

1. the direction responds to a serious and imminent threat to public health in their area, and
2. the direction is necessary to prevent, protect against, control or provide a public health response to the incidence or spread of infection of coronavirus, and
3. the prohibitions, requirements or restrictions imposed by the direction are a proportionate means of achieving that purpose.

Before making a direction, or revoking a direction, local authorities must:

- gather sufficient evidence to demonstrate that these tests have been met
- consult with the Director of Public Health and the police (if the direction prohibits, requires or restricts access to a premise, event or public outdoor place)
- have due regard to the Public Sector Equality Duty (s.149 of the Equality Act 2010¹³) and consider carrying out an equalities impact assessment to determine whether the measure may disproportionately affect people with protected characteristics
- have regard to the need to ensure the public has access to essential public services
- be clear about why they are taking directive action and communicate this clearly to the Secretary of State, the persons to whom the direction applies and, where appropriate, those impacted by the direction

The Secretary of State may direct a local authority to issue a direction where he considers the conditions above have been met and can also direct a local authority to revoke an existing direction (with or without a replacement direction) where the above conditions are no longer met.

A local authority must review a direction at least every seven days taking account of the requirements above.

Those directly impacted by any direction under these Regulations have the right of appeal to a local magistrate and may make representations to the Secretary of State.

The Regulations include specific powers on compliance, enforcement and offences as explained below.

7.4.2 Compliance

Local Authority designated officers (Public Protection Partnership authorised EHOs) will investigate and consult with relevant business operators, owners and/or operators of premises deemed to be in breach of these Regulations.

Advice, support and formal action will be in line with the Vision and Mission objectives of the service. The main objective being the fast and effective compliance with these Regulations.

¹³ <https://www.legislation.gov.uk/ukpga/2010/15/contents>

7.4.3 Enforcement

The Regulations are enforced by:

- local authority designated officers (PPP authorised EHOs)
- police officers or
- PCSOs

where they reasonably believe that a person is in contravention of a prohibition, requirement or restriction as set out in the Regulations, they may take such action as is necessary and proportionate to enforce a direction.

Local authority designated officers may issue prohibition notice to a person is believed to be

- contravening a direction, and
- it is necessary and proportionate to give a prohibition notice to prevent that person from continuing to do so

Further enforcement powers are set out in the Regulations for police offices and PCSOs. Specific measures are detailed in the Regulations relating to indoor and outdoor events.

7.4.4 Offences

Offences under these Regulations, including obstruction of officers carrying out their duties, is punishable on summary conviction by a fine.

Where it is reasonably believed that a person aged 18 or over has committed an offence under these Regulations, an authorised person (see [7.4.3 above](#)) may issue a Fixed Penalty Notice (FPN). If paid within 28 days beginning from the day after the date of the notice no proceedings may be taken in respect of the offence. The amount of the FPN will be £100 for a first offence (reduced to £50 if paid within 14 days), doubling upon further offences up to a maximum of £3,200.

In addition to these Regulations, The Health and Safety at Work Act 1974 (the Act) applies to any situation that poses a risk to employees and/or other 3rd parties affected by said employment activity. Covid risk assessment and Covid control measures are required by the Act.

The Act gives local authorities powers to address contravention of the Act, and the regulations made thereunder, by service of improvement notice and/or prosecution. These powers only extend to those premises for which the local authority is the enforcing body for the Act. Procedures are in place for the escalation of significant health and safety contravention, identified during outbreak investigations, to be escalated for premises where the HSE is the enforcement body.

7.5 Support for self-isolation

It is essential to ensure high levels of compliance with self-isolation for people who test positive for coronavirus and their close contacts. Slough Borough Council coordinates a whole system approach to supporting self-isolation including:

- **communication and engagement** to improve awareness of when people need to self-isolate, how long for, what this involves, its importance in stopping the spread of the virus, the support available and the consequences of breaking the rules,
- **practical, social and emotional support** organised by Council in partnership with OneSlough

- **financial support** for people on low incomes who are unable to work from home and will lose income through self-isolating
- **targeted action and/or enforcement where necessary** against employers who pressure their employees to break self-isolation when they are required to do so

7.5.1 Communication and engagement

Slough Borough Council has a key role to play in explaining the importance of self-isolation and signposting sources of support to residents. The council's self-isolation communication strategy is being refreshed, it will now include a focus on encouraging residents to prepare for self-isolation in advance as well as considering how they could help neighbours, friends and family who are self-isolating. The strategy will also ensure that residents understand that the council can support them to meet their specific support needs if they have no other means of support and continue to promote the channels for people to declare their support needs. It will complement the upcoming Government self-isolation communications strategy making use of national communications assets as well as local case studies and human-interest stories.

Relevant and regular information will be made available on the SBC website, social media, local print and broadcast media, SBC hard copy and digital newsletters, shielding booklets, poster boards and LFT communications for those taking regular asymptomatic tests. Information will be sent to individuals who leave home for work or provide support to vulnerable people or childcare as part of a childcare bubble. Information will also be sent to businesses regularly to remind them of their responsibilities and how staff can access support; as a responsible employer SBC will also ensure its own staff has access to the most relevant information. Information will be made available to the media and other stakeholders, for example members, town & parish councils and local MPs to encourage message cascade and reach a wider audience. We will also work closely with the voluntary, community and faith sector and community leaders to engage with communities on self-isolation and ensure that our assets are accessible and culturally appropriate.

7.2.2 Practical and emotional wrap-around support to those self-isolating

As part of the community response to COVID-19, the Community Hub will support residents of Slough who do not have other means of support. In particular, those who are:

- Shielded or living with someone who was shielding
- Self-isolating due to COVID-19 symptoms
- Social distancing but have other health conditions, disabilities or caring responsibilities that make it difficult for them to leave their home.

One Slough provide services such as, collecting click and collect grocery orders or prescriptions to be dropped to resident's homes, or making referrals to other agencies (like food banks) for those who are experiencing financial hardship. One Slough also offers wellbeing services and other support: [#OneSlough – Community Support for the people of Slough](#)

7.2.4 Enabling people to self-isolate

The Government has recently developed an advisory framework to help Councils to better enable people to self isolate. This consists on guidance on communications, practical

support and gathering information on outcomes. Some funding will be available. The framework is in Appendix 8.

7.2.4.1 Test and Trace support payments

Individuals who are resident within the Council's area will be entitled to make an application for a Test and Trace Support Payment. The scheme, entitles individuals to a Test and Trace Support Payment of £500 from the Council if they meet all of the eligibility criteria, for example, the applicant must be in receipt of one of the qualifying benefits which are; Housing Benefit, Income support, income based Jobseeker's Allowance, income-related Employment and Support Allowance, Working Tax Credit or Universal Credit. The full set of eligibility criteria can be found on the Slough Borough Council website.

Where individuals meet all the requirements but are not in receipt of a qualifying benefit, no payment can be made; however, they may be able to apply for a discretionary payment under the Council's Test and Trace Discretionary Payments Scheme.

7.2.5 Targeted Self Isolation Enforcement

Under the [Health Protection \(Coronavirus, Restrictions\) \(Self-Isolation\) \(England\) Regulations 2020](#) made under the Coronavirus Act 2020 it is an offence for an employer or a self-isolating worker (or agency worker) to knowingly allow that worker to attend work outside of the location in which the worker is self-isolating.

Local Authority designated officers, authorised EHOs, will investigate and act on intelligence received by the council that indicates a business based within Slough may be in contravention of this requirement. The Duty Desk will communicate with partner agencies and neighboring authorities to ensure intelligence is passed and received promptly, in order to expedite appropriate investigation and action.

Duty Desk EHOs will follow the quality management system protocols, including the hierarchy of escalation, to ensure the appropriate level of action is taken, culminating in formal action should this be deemed necessary to ensure compliance

8 Outbreak management

8.1 Referring Single Cases or Contacts

These no longer need to be referred to the PHE HPT, however the exceptions are:

Cases with concerns about identifying a person

Likely media/political concerns/interest e.g. death of a child

Cases or contacts who are unable to comply with restrictions

Case identifies potential outbreak

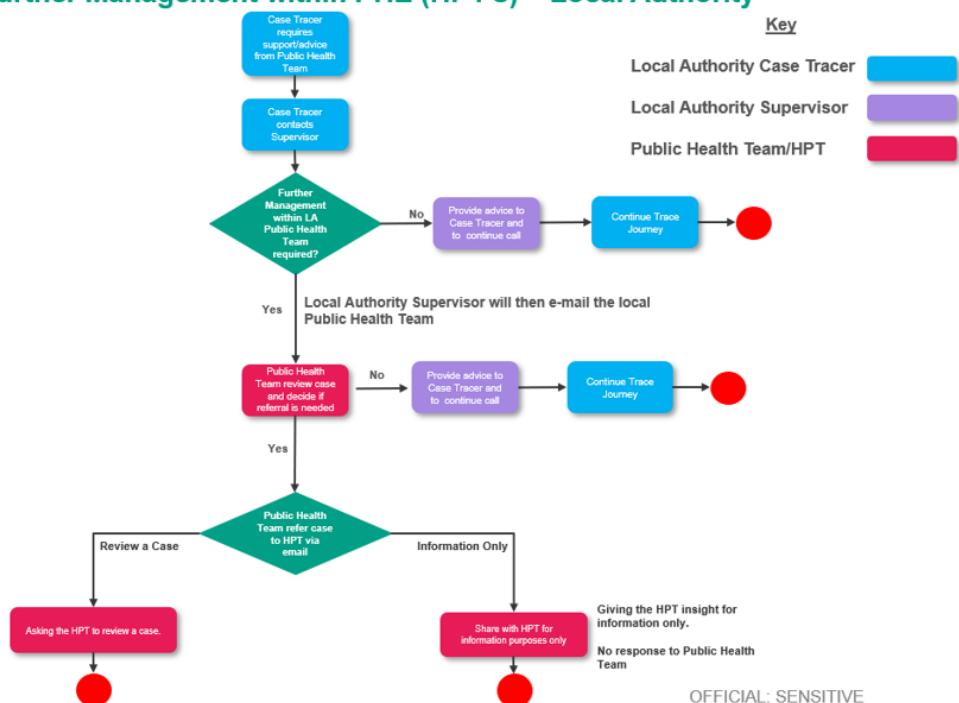
Safeguarding concerns

Cases attempting to leave the country

Case has unidentified direct contacts within their household

Process:

Cases which require Further Management within PHE (HPT's) – Local Authority



OFFICIAL: SENSITIVE

1

8.2 Higher Risk settings

High risk settings are broadly defined as populations or locations where there is an opportunity for transmission and/or where control might be challenging. This might include mass gatherings or groups of vulnerable people that if an outbreak occurred, could have significant consequences to public health. The prevention of transmission of coronavirus in high risk settings requires a range of behavioural and environmental control measures.

COVID-19 'High Risk Setting Appendices' have been developed for specific high-risk place, locations and communities to ensure all relevant partners are clear on their roles and responsibilities and action needed, especially for outbreak management, based on national SOPs where and when these are available. These will assist in determining the resource capabilities and capacity implications and can be found in the appendices to this document.

8.3 Notifications of Outbreaks or Incidents

The plan will be activated:

- a. When confirmed COVID-19 incidents or outbreaks in any setting type are notified to the council
- b. The data, information and intelligence confirm rising case numbers in the wider community not necessarily related to a premises

Public Health England Thames Valley Health Protection Team (PHE TV HPT), Public Health Shared Team and Slough Borough Council will gather intelligence on COVID-19 outbreaks via the national Test and Trace service, enhanced contact tracing, laboratory results, and local partner intelligence about suspected or emerging outbreaks.

8.3.1 Office Hours

Notifications may come from a number of sources including PHE TV HPT, Environmental Health, council officers, businesses and the public. They may also arise from information being shared on social media, via the media or from a local concerned community.

ALL notifications from any route including directly into council officers should be directed to the Environmental Health Duty Desk (EH Duty Desk) via CV19notifications@slough.gov.uk to ensure a 'master list' of incidents and outbreaks can be recorded and managed.

The EH Duty Desk will monitor for notifications seven days per week between 09:00 to 17:00.

8.3.2 Out of Hours

The out of hours arrangements in place are with the Council Duty Rota (the council's contact centre) is:

- Between 09:00 – 17:00 on Saturday and Sunday: the contact centre will advise the caller to contact CV19Notifications@Slough.gov.uk.
- Between 17:00 – 21:00 daily: the contact centre will take the details of the incident or outbreak and call the Duty Public Health Consultant
- Between 21:00 – 09:00 daily: no service is available and the caller will be advised to call the Out of Hours Contact Centre. The call handler will take details and advise to call Public Health England or call the council the next working day and send an email to the CV19 notifications email address

8.4 Action on Notifications

The EH Duty Desk will receive notifications from either PHE TV HPT, the high risk setting directly or a member of the public.

Notifications from PHE TV HPT would normally consist of the following:

- a. Daily Alert Bulletin – these notifications are emailed directly by PHE TV HPT to the EH Duty Desk and Consultants in Public Health. These are normally for information only, whereby PHE TV HPT will have already been in contact with the high-risk

setting and advice given. However, Local Authorities may follow-up with the high-risk settings to review current infection control measures and compliance with local guidance

- b. Urgent Notifications – If PHE TV HPT deem that there is a high risk to public health and where immediate action is required, PHE TV HPT will contact the EH Duty Desk and/or the local Consultant in Public Health to discuss what action is needed, which may result in an Incident Management Team (IMT)

Notifications from the high-risk setting, the public or other intelligence sources will be documented by the EH Duty Desk. The EH Duty Desk may provide initial prevention and response advice to the setting and pass the information on to PHE TV HPT in line with current escalation guidance.

A full risk assessment will be undertaken by PHE TV HPT and/or the local Consultant in Public Health in conversation with the Director of Public Health, this will include the need to call an IMT and if so determining the level of incident (i.e. local, regional, national). The IMT will look to:

- develop a strategy to deal with the outbreak/incident and allocate responsibilities to members of the IMT based on the risk assessment;
- agree appropriate further investigations for contact tracing, and COVID secure measures (setting/community);
- agree and initiate further testing (e.g. MTU deployment);
- ensure that appropriate control measures are implemented to prevent further primary and secondary cases;
- review and understand the impacts across different populations and use this to inform response;
- communicate as required with other health professionals, partner organisations, setting and staff (if applicable), media, public, and local politicians; providing an accurate, timely and informative source of information in appropriate accessible formats / languages;
- refer aspects of incident control for legal or expert opinion if necessary;
- make recommendations regarding the development of systems and procedures to prevent a future occurrence of similar incidents and where feasible enact these;
- determine when the outbreak/incident can be considered over, based on ongoing risk assessment;
- produce a report or reports at least one of which will be the final report containing lessons learnt and recommendations.

Community IMTs – PHEs role has changed over time as more data is available to LAs. Now the IMTs are helpful in keeping PHE briefed and also in getting PHE expertise input at a local level – moving forward need to explore standing down and moving into recovery, but need to think about the process of standing up if and when rates increase

9 Emerging needs and horizon scanning

9.1 Responding to Variants of Concern (VOC)

There is a Slough plan to respond to any need for surge testing for a VOC. See Appendix 1. However, surge testing is currently being used as an option behind local risk assessment and targeted testing.

9.2 Action on enduring transmission

As set out in [Section 6](#) above, engaging with our local communities to establish trust and cooperation is at the heart of the outbreak control plan. This will be central to addressing the root causes of transmission and tackling challenging enduring transmission. We will draw on the emerging evidence around enduring transmission and seek to explore the underlying root causes locally, whether that be higher levels of unmet financial need to facilitate self-isolation; transmission in individuals in ‘high contact and/or high risk’ occupations; transmission in high-density, multi-generational or overcrowded accommodation; lower literacy levels, digital exclusion or English not being the first language or low engagement or uptake with vaccination, testing or contact tracing or something else entirely.

The emerging strategy on addressing inequalities as noted in [Section 5.3](#) will bring focus on reducing the disproportionate impact of COVID-19 on our most under-served communities, where risk to health and wellbeing is greatest. It will provide a strategic system wide approach to addressing enduring transmission.

Local data (both qualitative and quantitative) will be scrutinised as outlined in [Section 7.1](#) to provide insight into concerning emerging trends and high prevalence cohorts in order to target local action accordingly. The OMC/IMT groups will have oversight of this and the governance structure will enable decision making to stand up additional resource as and when necessary as set out in [Section 10](#) below.

9.3 Enhanced Contact Tracing, in partnership with HPT

Enhanced contact tracing for cases of COVID-19 is a systematic method of analysing information collected from cases during the contact tracing process to identify clusters of cases and activities/settings where transmission may have occurred. This intelligence is combined with local sources of information known to local authority and health protection teams to determine whether public health actions may be needed in these settings to prevent further transmission.

This system focusses on the case’s activities during the period 7 to 3 days prior to symptom onset or their test date. This data is analysed by PHE to identify locations and events which are ‘common’ resulting in the new Common Exposures report now available in Power BI.

Berkshire has soft launched a pilot of a new ICERT tool which looks at the eEnhanced Contact Tracing Data and risk assess it for follow up. Local liaison arrangements are currently being firmed up- this will be part and parcel of this process going forwards.

9.4 Ongoing role of Non-Pharmaceutical Interventions (NPIs)

In addition to ‘hands, face, space’ and other Government COVID secure measures (such as wearing face coverings in public indoor spaces), the Government has created a ‘roadmap’ out of lockdown.

From March 2021, lockdown restrictions will begin to ease based on the following conditions being met:

- the vaccine deployment programme continues successfully
- evidence shows vaccines are sufficiently effective in reducing hospitalisations and deaths in those vaccinated
- infection rates do not risk a surge in hospitalisations which would put unsustainable pressure on the NHS

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

The below Government ‘roadmap’ out of lockdown is conditional upon the above conditions being met and therefore is subject to change in line with any future guidance and restrictions.

Step One: March 2021

On March 8 2021 schools and colleges will start to open, with outdoor after school sports and activities allowed. Recreation in an outdoor public space, such as a park, will be allowed between two people.

From 29 March outdoor gatherings of either six people or two households will be allowed. Outdoor sports facilities such as tennis or basketball courts will reopen and organised adult and children’s sport, such as grassroots football, will also return.

The ‘stay at home’ rule will end on 29 March, but many restrictions will remain in place. People should continue to work from home where they can and minimise the number of journeys they make where possible, avoiding travel at the busiest times and routes.

Step Two: April 2021

No earlier than 12 April 2021 non-essential retail; personal care premises such as hairdressers; libraries and community centres will be allowed to open. Indoor leisure facilities such as gyms will also reopen (for household groups only); as will most outdoor attractions and settings including outdoor hospitality venues. Self-contained accommodation such as campsites and holiday lets, where indoor facilities are not shared with other households, can also reopen.

Hospitality venues offering ‘table service’ will be allowed to serve people outdoors. Wider social contact rules will apply in all these settings to prevent indoor mixing between different households.

Step Three: May 2021

No earlier than 17 May 2021 the rule of six will no longer apply outdoors (up to 30 people) and two households or up to 6 people can meet indoors. People should still continue to keep their distance from anyone not in their household or support bubble, although social distancing advice will be updated at this step.

Indoor hospitality and entertainment venues like hotels, cinemas and soft play areas will reopen. There will still be a limit of 30 people able to attend life events such as weddings and funerals.

Step Four: June 2021

Before 12 June 2021 the Government will complete a review of social distancing and other measurements before making a decision on lifting remaining restrictions including social contact. This will inform decisions on the timing and circumstances under which the rules on 1 metre plus, the wearing of face coverings and other measures may be lifted. This will also inform guidance on working from home – which should continue wherever possible until this review is complete.

The Government hopes to be in a position to remove all legal limits on social contact and to reopen remaining premises, including nightclubs, and ease the restrictions on large events.

As we move through each of these phases in the roadmap, the Government will urge us to remember that COVID-19 remains a part of our lives and that we are going to have to keep living our lives differently to keep ourselves and others safe. We must carry on with ‘hands, face, space’. Comply with the COVID-Secure measures that remain in place. Meet outdoors when we can and keep letting fresh air in. Get tested when needed. Get vaccinated when offered. If we all continue to play our part, we will be that bit closer to a future that is more familiar.

9.5 Interface with vaccines roll out

9.5.1 National Context

The COVID-19 vaccination programme in Frimley ICS began on 8 December 2020. Three vaccines have received emergency use authorisation and two are currently in use (produced by Pfizer/BioNTech and AstraZeneca) with reported efficacy of between 60 and 95% based on interim results of phase 3 clinical trials.

The order of priority for vaccinating the population is as follows:

- Cohort 1: Residents in a care home for older adults and their carers
- Cohort 2: All those 80 years of age and over and frontline health and social care workers
- Cohort 3: All those 75 years of age and over
- Cohort 4: All those 70 years of age and over and clinically extremely vulnerable individuals
- Cohort 5: All those 65 years of age and over
- Cohort 6: All individuals aged 16 years to 64 years with underlying health conditions which put them at higher risk of serious disease and mortality
- Cohort 7: All those 60 years of age and over
- Cohort 8: All those 55 years of age and over
- Cohort 9: All those 50 years of age and over
- Cohort 10: All those 49-18

9.5.2 Frimley ICS Programme

Local Vaccination Sites

In line with government directions, the ICS first established ‘Local Vaccination Services’ run by General Practice, working together in groupings of Primary Care Networks. Across the ICS, twelve such sites have been established, a mixture of NHS and licensed commercial premises.

They have successfully completed the vaccination of Cohorts 1-4 by the 15th February target date; more information on this is provided in paragraph 23 below. These sites are now focusing on Cohorts 5 and 6, with Cohorts 7- 10. Second doses for those who have already received their first dose are being administered in parallel with this work.

There are two Frimley ICS LVS sites within the Surrey CC boundaries; the Surrey Heath Primary Care Network (PCN) site at the Lakeside Country Club in Frimley Green, and the Farnham PCN site at the Farnham Centre for Health.

Vaccinations are now available at a local Jamia Masjid & Islamic Centre Monday to Friday. The deployment of a mobile vaccination van is also being explored.

Vaccination of Care Homes (Residents and Staff)

All care homes have been visited, with some ongoing work to vaccinate those staff who were not present on first visits.

Community Pharmacy

Community Pharmacies are commissioned by NHS England to administer vaccines where there is limited LVS coverage. In Frimley ICS, where LVS coverage is good, only one community pharmacy has been commissioned; this is outside of the Berkshire East area (it is situated in North East Hampshire).

Vaccination Centres

These centres are not run by General Practice, they receive bookings from members of the public who have received an invitation letter from the National Booking System. These national letters are being sent out in order of priority cohorts. To date, letters have been sent to all those over 65 years of age. Vaccination Centres can also administer vaccines to frontline health and social care workers. In Frimley ICS there is one Vaccination Centre, situated at Salt Hill Activity Centre in Slough. The decision to maintain a single VC at this time was based on the extensive coverage already offered by LVS sites.

Hospital Hub

There is one such hub in Frimley ICS, located at Wexham Park Hospital in Slough. There are also hubs in neighbouring systems (notably at the Royal Surrey County Hospital, Basingstoke Hospital, and Ashford & St Peter's Hospitals NHS Foundation Trust) which give another option for health and social care workers who live near those hubs. The hub administers vaccines to hospital patients and all frontline health and social care workers.

9.5.3 Equity of uptake and addressing inequalities

To support equity of uptake, Frimley ICS and SBC have taken different approaches tailored to different groups based on insight conversations, working with community and religious leaders to reach out to different groups and discuss their concerns, answer questions, and to identify group-specific solutions. An example is co-ordinating vaccinations with the forthcoming Ramadan period.

Frimley ICS is working with communications teams in health and local authorities to tap into appropriate community influencers and local GPs are calling their patients to invite them for vaccination building on existing relationships with their patients. GPs and other local influencers are reiterating that they have been vaccinated because they know how important it is to be protected against the coronavirus using messages such as "I took up the vaccine offer as I know the vaccine is safe and effective."

Locally, national materials are being used and where needed, local content is generated across a range of mainstream and social media, in text and video, including myth-busting content, leading with the truth. An example is a video entitled "What you need to know about COVID-19 vaccinations, fertility and pregnancy," addressing fertility concerns. Trusted individuals have been used as exemplars in communications.

Vaccine hesitancy

<https://www.youtube.com/watch?v=3yzZHuD25fE>

- The Community Champions role in reducing vaccine hesitancy is one of the case studies in the governments Covid-19 vaccination uptake plan. [UK COVID-19 vaccine uptake plan - GOV.UK \(www.gov.uk\)](#)
- Covid and vaccination messages coordinated through our Champions network from public health i.e trusted source for messaging. Regular zoom meetings held to share information regularly have 70-80 people attend, last one in Feb was 160. Total of 10 community engagement vaccine information sessions have been delivered so far between CCG, CVS and Public Health
- 4 local vaccine information videos have been created by the CCG and Public Health and are being circulated
- Proactive work with Care Homes and supporting and encouraging staff to take up their vaccinations. Clinicians visiting to administer vaccinations to residents and staff, providing opportunity to have Q&A sessions and dispel myths and allay people's concerns.
- Vaccinations are now available at a local Jamia Masjid & Islamic Centre Monday to Friday. The deployment of a mobile vaccination van is also being explored.
- As requested by Local Mosques we had a zoom session delivered for BAME /WOMEN ONLY. It was delivered by Dr Lalitha Iyer and Dr Mehreen Ullah. Please find attached the poster for your reference. The session was hugely successful almost 75 women attended it and we have received really great feedback from them and Mosques as well.
- Response of volunteers featured nationally (jabs army). There have been over 1200 volunteers sign up to help with mass vax and testing centres. (High % BAME)
- [SCVS Connect : #OneSlough Hi-Viz Volunteers featured nationally \(mailchi.mp\)](#)

9.5.4 Future strategy

The ICS strategy can be summarised as follows:

- Maximise and sustain local and equitable provision
- Evolve Primary Care Network delivery (via existing LVS sites and potential new modes of delivery) to continue with the programme in the medium and longer term
- Maintain the Vaccination Centre at Slough in the medium term
- Assess the viable operational longevity of the Hospital Hub once priority health and social care workers have been vaccinated
- Refine delivery modelling to ensure that the pace of the programme is in line with available vaccine supplies and government strategy

9.6 Activities to enable 'living with COVID' (COVID secure)

Slough's recovery plan (see Appendix 7) will need to address going forward the management of Covid to ensure our residents and staff remain safe, well and resilient both in the present climate and in the future.

The deployment of 'Covid Marshalls' to monitor compliance has been extended to June 2021. Any requests for events in the town, post lockdown, will need to ensure our Safety Advisory Group that full risk assessments have been undertaken and that they will be well and safely managed within Covid restrictions and guidance and best practice.

The council will also be looking at a phased return to work for staff in priority services but will still promote remote working where appropriate for staff to remain working from home. Full training will need to be undertaken for staff returning to the workplace.

9.7 Resourcing

Slough Borough Council has a dedicated Covid Operations Team who work directly to Slough Silver to coordinate and respond to all Covid related matters. They oversee the governance arrangements for the authority and allocate and monitor resources for individual cells and initiatives, offering support to both internal colleagues and partner organisations.

Volunteering is being coordinated through SCVS and the community hub and resource team.

A LOMP cell meets daily and is attended by representatives of key services that are instrumental in the delivery of the plan. This approach has been important in identifying issues and critical actions early; ensuring a joined up, collaborative approach to resourcing priority work areas and cells. Their work is fed through to the wider weekly LOMP cell.

Work is currently being undertaken to plan for the resumption of core, business as usual services, with critical and statutory services being addressed in the first tranche. A pool of staff will be maintained to ensure that staff returning to substantive posts can be replaced or temporary, more specialist staff commissioned through agencies, if required, in a timely manner.

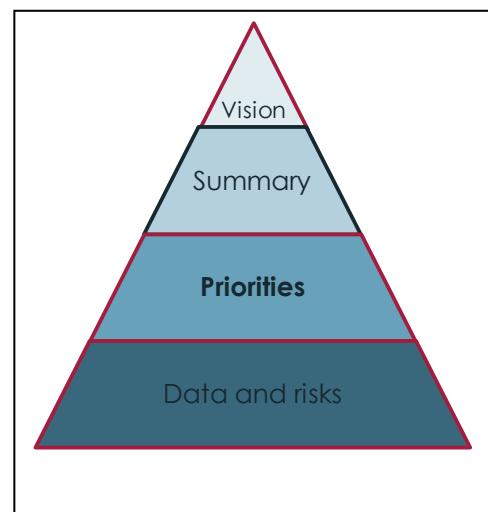
The council's head of finance oversees the use of dedicated Covid funding; monitoring allocations and spend, which in turn are reported to Silver.

10 COVID Recovery

Slough Borough Council has set up a dedicated recovery working group and a recovery strategy has been drafted. This will be monitored and developed as new guidance is released. See appendix 7.

10.1 Main Priorities for Recovery

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



11. Map key dependencies, risks and mitigation

Appendix 1 Slough Surge Testing Plan



Operation Eagle -
Plan and appendices.c

Appendix 2: Education settings

<p>Setting type:</p> <p>Early Years Settings, Primary and Secondary schools, Special Schools, Universities and Colleges.</p>
<p>How the settings operate:</p> <p>Early Years settings have been open to all children throughout. Staff currently have access to community testing but are due to receive LFT home kits for staff this month. Early Years settings have been offered support visits from Environmental Health to give them additional advice and guidance to ensure they are operating in a Covid secure environment.</p> <p>Most schools have been operating throughout the pandemic and have their own procedures in place to reduce risks to staff and pupils. Slough schools/colleges reopened for all pupils from 8th March 2021. COVID-19 risk assessments and COVID secure measures will be have been reimplemented to ensure continued compliance with national guidance on effective protective measures such as social distancing, wearing of face coverings by staff/ secondary aged pupils, bubble sizes, good ventilation, cleaning, and infection prevention and control.</p> <p>Weekly Head Teachers meetings, hosted by Slough Borough Council, have been running since 5th January 2021 with opportunities offered for schools to raise and have any COVID concerns addressed. These are followed up with supporting written information, as appropriate, sent by email to all slough Head Teachers.</p> <p>On 16th March 2021 a 'COVID-19 Resource Pack for Educational Settings + Appendices' produced by Interim Public Health England South East Educational Settings Group, was sent out to all Slough Head Teachers. This incorporated all the up to date Government Guidance for educational settings and new flow charts around what to do when a positive case of COVID-19 is identified in an educational setting.</p> <p>All Slough Schools have been given contact details for the Slough COVID Marshalls and the Highways Department to support with concerns raised around crowds of parents around school gates at some schools and following requests for additional road markings outside of some schools.</p> <p>All Slough Secondary Schools have been sent out an offer to participate in a national research programme around 'Daily Contact Tracing'.</p>
<p>Testing:</p> <p>All school staff (both Primary and Secondary Schools) have been undertaking Lateral Flow (rapid) testing at home twice a week since the 8th March 2021 (Primary School staff have been undertaking this at home since January 2021 and the Secondary School staff have been testing themselves in school since January 2021).</p> <p>All consenting Secondary School/College pupils have been offered 3 Lateral Flow Tests in school (3-5 days apart between each test) the week commencing 8th March 2021. Secondary School pupils have now been issued with 2 home testing Lateral Flow test kits per week to self-test at home. They are expected to record and report their results.</p>

Some Special Schools (as requested by the schools) have been supported with obtaining home testing Lateral Flow Testing kits prior to the 8th March 2021, so that parents can support with testing their child at home, if it is felt to be appropriate/better for the child. Other schools/colleges have set up specific areas/sessions for children/students who have High Needs.

Information has been sent out to all Slough Head Teachers advising that any positive Lateral Flow tests undertaken at home need to be followed up with a laboratory analysed PCR test due to no assessment/monitoring of home test conditions.

All Slough Head Teachers have been sent out information on how and where households and support bubbles of school children and staff can walk in or drive in locally to collect free home testing Lateral Flow kits for families (details also sent out on how these can be ordered by post).

All Slough Head Teachers have been sent out guidance of what to do in the event of conflicting test results with a PCR and LFT result.

All Independent Schools in Slough have been included in all communications to the Slough Head Teachers.

Responding to single cases:

Education settings will call the Department for Education Schools Helpline on 0800 046 8687, Mon-Fri from 8am to 6pm and weekends from 10am to 4pm. The out of hours offer is handled by the council's duty rota, who will direct the setting to the duty Consultant in Public Health, between 5pm and 9pm.

All schools have email/telephone access to a designated COVID Schools Programme Officer (within business hours) as a Single Point of Contact around COVID related support/advice for schools.

All settings will complete the notification form and sent directly to the CV19notifications@slough.gov.uk dropbox and to the relevant council officer. COVID Schools Programme Officer will follow up with individual schools any concerns identified around COVID management.

Responding to outbreaks:

Education settings will call the Thames Valley Health Protection Team on 0344 225 3861 (this includes an out of hours offer).

All settings will complete the notification form and sent directly to the CV19notifications@slough.gov.uk dropbox and to the relevant council officer.

PHE will consider the severity and spread of the outbreak, current control measures, the wider context and will jointly consider with the local authority the need for an Incident Management Team (IMT). An IMT may be required for a complex outbreak such as:

- there has been a death at the school/college
- there are many vulnerable children
- there are a high number of cases
- the outbreak has been ongoing despite usual control measures
- there are concerns on the safe running of the school

- there are other factors that require multi-agency coordination and decision making.

Appendix 3: Residential and nursing homes

Setting type: Adults residential and nursing settings.
Context: There are 16 CQC registered care homes (covering residential and nursing care) in Slough
How the settings operate: All partners within Slough LRF Community Care Settings Cell, Testing Cell and Logistics Support Group have worked closely with the East Berkshire Clinical Commissioning Group and East Berkshire LA Commissioners group to implement a package of measures to support care homes in Slough, including: PPE <ul style="list-style-type: none">• Access for the Provision of Personal Protective Equipment (PPE) Infection Control Training <ul style="list-style-type: none">• Infection Prevention and Control (IPC) training delivered to all care homes by trainers/super trainers, including training of the use of PPE and practical test swabbing. IPC training has been adopted by all local care homes.• NHS IPC team are informed of every outbreak and offer additional support & training to help contain infection Testing <ul style="list-style-type: none">• Regular testing regimes in place in all homes including the regular PCR testing of all staff and residents and the use LFT daily where required (outbreak)• Additionally, staff can be referred to additional local testing centres. Vaccine <ul style="list-style-type: none">• All care home staff have priority access to vaccination sites• GPs have also been pro-active in vaccinating residents Infection Control Fund Care homes have received Infection Control Fund allocations to adopt and strengthen infection control measures, as per government guidance. Slough Borough Council is working proactively with care homes to ensure appropriate and effective use of the Fund. This has included the implementation of Action Plans with input from Environmental Health, Public Health, Commissioning and Safeguarding to ensure implementation of infection control measures. Contract Monitoring also explores the implementation of staff cohorting, the minimal use of agency, limiting staff movement between settings, providers and places of work.
Testing: All Care Homes are undertaking regular lateral flow testing and PCR testing according to National Guidance.
Responding to single cases: Update the Capacity Tracker

E-mail: CV19notifications, Host Local Authority,

Notifications

Notify CQC

Any other Local Authority where they have residents from
Advise family members of the positive case.

If residents were not due to be tested for a few weeks the manager would test them to ensure that there were not positives.

Responding to outbreaks:

Update the Capacity Tracker

E-mail: CV19notifications, Host Local Authority, testing

Notifications

Notify CQC

Any other Local Authority where they have residents from
Advise all residents family members of the positive case.
Send the host local authority the names and LAS numbers of their residents.
Request further Infection Control training if required.

If residents were not due to be tested for a few weeks the manager would test them to ensure that there were not positives.

Testing

Full home and staff to be PCR tested

Home to complete LFD testing for 7 days

Appendix 4: Supported living for adults with learning disabilities

<p>Setting type:</p> <p>Supported living for adults with learning disabilities.</p>
<p>Responding to single cases:</p> <p>Settings will respond to single cases of COVID-19 by doing the following:</p> <ul style="list-style-type: none">• Notify the Environmental Health Duty Desk• Notify SBC• Complete SBC outbreak management form• Staff member who tested positive to self-isolate for the required days• Residents required to self-isolate where required• No visitors will attend the premises• Infection Control consultation with the setting to ensure all necessary precautions and procedures in place <p>Cases are raised at the Local Authority Response Team and discussed to support any action planning that can be developed with the provider.</p>
<p>Responding to outbreaks:</p> <p>Settings will respond to outbreaks of COVID-19 by doing the following:</p> <ul style="list-style-type: none">• Notify PHE• Notify the Environmental Health Duty Desk• Notify SBC• Complete Outbreak management form• Meet with SBC Commissioning and CTPLD team to discuss business continuity, staffing concerns, residents' wellbeing• Regular contact and update with SBC• Residents asked to self-isolate where required• No visitors to the setting• Convert to a live-in model where its deemed safer in terms of team and resident bubbles <p>Outbreaks are raised at the Local Authority Response Team and discussed to support any action planning that can be developed with the provider.</p>

Appendix 5: Domiciliary Care Agencies, Direct Payment Recipients employing staff and self-employed Personal Assistants

Setting type: Domiciliary Care Agencies, Direct Payment Recipients employing staff and self-employed Personal Assistants
Context: All domiciliary care agencies within the borough, Support with confidence which is an online register for self-employed Personal assistants and also direct payment recipients who employ their own staff.
How the settings operate: Domiciliary Care agencies are all part of the vaccination programme; this information is available on the NHS tracker. They all take part in the weekly PCN testing. All carers have received training on infection control and PPE, also attended regular forums for updated information. They have been proactive in cohorting staff i.e., a member of staff to individual service users to reduce transmission, SWC & Personal Assistants – all been given information on vaccinations and lateral flow testing. They have also received information on correct usage of PPE and where to purchase.
Responding to single cases: Settings will complete the CV19 notification form and inform Slough Borough Council of any instances and which service users the carer has been to. They will also ensure there has been no breach of PPE, if a breach is identified they will complete more training on the use of PPE.
Responding to outbreaks: Settings will complete the CV19 notification form and inform Slough Borough Council of any instances and which service users the carer has been to. They will also ensure there has been no breach of PPE, if a breach is identified they will complete more training on the use of PPE.

Appendix 6: Workplaces

Setting Type: All Workplaces in Slough
Context: Great variety in workplaces, from very large factories such as Mars/Wrigley to small family run local shops.
How Settings Operate:
Businesses Support: Officers from the Food & Safety Team will triage reports and follow up with workplaces as necessary offering support on operating a COVID secure workplace. If the notification meets the escalation criterial agreed with TVPHE or if the officers have any particular cause for concern they will notify this to TVPHE and the local Consultant in Public Health for further review.
Testing: Workplaces can join the National Scheme for lateral flow testing or employees can use the Community Testing sites.
Single Cases: Workplaces are encouraged to report cases of COVID 19 to CV19notificatons@slough.gov.uk . Alternatively they may use the reporting systems set out in the GOV.UK pages which will route them through to TVPHE. Workplaces are expected to conduct contact identification within the workplace and make sure the case and contacts self isolate.
Outbreaks: These should be notified to PHE and SBC Duty Desk.

Appendix 7 Slough Recovery Plan



Slough Covid
Recovery Strategy Ap

Appendix 8 Self Isolation Readiness Framework



210309 - Guidance
for Councils on practi

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Key lessons & feedback- Slough Borough Council

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What has worked well, what hasn't, what are the issues and risks moving forward and what support does the local level require from the regional and national level?

Key Lessons & Feedback – Community Testing

Good Practice

- Locally accessible community testing sites have been developed that compliment the wider testing system, e.g. expanding to service different cohorts of the population and developing community collect provision.
- Comms strategy focusing on behaviour change with the desire to create a normality around testing. The strategy has moved from informing and educating to encouraging responsibility.
- Local flexibility to respond to data/feedback and thus respond to need and demand e.g. changing opening hours to suit demand, opening locations most accessible to populations groups where uptake has been low etc.

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Risks

- Covid fatigue, misunderstanding of eligibility and testing requirement, individual/employer benefit affecting uptake. Therefore constantly evolving comms using a variety of channels with an aim to continue to influence behaviour change
- Self-isolation barrier – local measures to support self-isolation being implemented but a national focus on supporting and normalising this behaviour would be welcomed
- Recruiting suitably experienced staff for Op Centre due to lack of Council resources

Testing

- How would you like to see the national approach to testing developed with local authorities in the coming months?**

A co-designed testing system that involves local authorities from the initial planning stages opposed to late notification of changes to testing policy, with little detail around logistics, being given at the same time as public announcements.

Issues

- Reduced uptake compared to forecast as a result of the risks identified previously along with nationally directed programmes emerging and covering cohorts that were initially included in local modelling. The development of the local approach built in flexibility to respond accordingly.

Opportunities

- Opportunity to build on the approaches being developed to address inequalities in testing in also addressing longer term inequalities emerging and how these are tackled in the recovery phase.



Key Lessons & Feedback – Contact tracing and enhanced contact tracing

Good Practice

- Appropriate resourcing (use of PH trained staff and emergency response officers opposed to general redeployment pool)
- Effective local reporting tool established which quickly identifies duplicate calls
- Local authority Berkshire network team established to share best practice

Risks

- Decline in public support and engagement due to covid fatigue
- That contact tracing becomes an isolated service that doesn't clearly link into the rest of our covid response

Contact tracing

- **How is the balance between national / regional and local responsibilities working from your perspective?**

Case numbers are so low at the moment that it is difficult to assess, but no major issues at present

- **Are there wider functions where national support can be offered, to free up time for contact tracing (including Enhanced Contact Tracing)?**
- **How can we support you further to develop Enhanced Contact Tracing?**

Clearer explanations on how best to link ECT into a local contact tracing service

Issues

- Has been difficult to increase successful completion rate past 40%
- Different interpretations of final case marking in CTAS across all authorities
- Difficult to transfer to live cases directly in CTAS due to the differences in download format between Power BI and CTAS
- Inconsistency of case numbers makes resourcing effectively a challenge
- Not always clear how to effectively incorporate Enhanced contact tracing into the current contact tracing provision
- ITS system is a welcomed development especially with the many wonderful functions it promises to bring to make the management of LCT efficient, the long delay (May at the earliest) until it is rolled is challenging.

Opportunities

- Accessing of live cases in CTAS
- Using Power BI to make isolation calls before the tracing journey begins



Key Lessons & Feedback – Support for self-isolation

Good Practice

- Volunteer involvement in offering support to those who are having to self-isolate, e.g. delivering groceries and prescriptions
- Evolving communication messages and methods to address Covid fatigue.

Risks

- National and local discretionary payments aren't sufficient or the cohorts eligible for these grants are too narrow and therefore individuals who are financially disadvantaged by self-isolation will not do so.

Issues

- Misinformation and misunderstanding is a major issue as English is not a first language for many residents and there is around 15% digital poverty

Opportunities

- Ongoing vigilance for opportunities

Self-isolation

- **What further national action would be beneficial?**

This is a major barrier to the uptake of testing and the key intervention that prevents further transmission, therefore national focus is needed on behavioural insight and normalising this behaviour through messaging and addressing the barriers through the support available (grants etc).

- **Is there more that could be done to ensure payments from the main or discretionary scheme could be made more rapidly and the eligibility criteria is widened?**



Key Lessons & Feedback – Outbreak management

Test and Trace

Good Practice

- Local relationships between Local Authority Covid leads, Public Health teams, Environmental Health, and PHE HPTs have been strengthened and are well rehearsed in responding to outbreaks.
- Communication of notification of cases across the local system enables swift response to emerging outbreaks and clusters.
- Swift, factual, reactive comms to address concerns raised on social media

Risks

- As subject matter experts, heavily involved in the outbreak response return to BAU activities, the pressure on the system to respond to infrequent outbreaks will increase. Flexibility and prioritisation of Covid response locally will mitigate this to a certain degree.

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Issues

- Lack of information sharing with LA on outbreaks detected through national testing programmes, e.g. Deloittes
- DfE helpline support heavily scripted and unable to respond to specific enquiries
- National control meant a reduced flexibility for a locally tailored approach- demography of Slough very different to other Boroughs in the County

Opportunities

- The local relationships and communication routes developed and rehearsed will benefit outbreak management and local health protection response in the future.

Outbreak management and VOC

- **Do you have sufficient surge capacity locally to respond to outbreaks, including of a VOC? What further support would you like from regional/national teams?**

Local capacity has been identified locally through local volunteers to support the delivery of a surge testing plan in response to a VOC. More broadly there is flexibility with the Local Authority to support the local outbreak response as we move through a more uncertain time towards recovery.

- **Do you know what surge support is available and how to activate it?**

A comprehensive surge testing plan has been developed with a clear process on how surge capacity will be stood up locally in response to a VOC.



Key Lessons & Feedback – Surveillance

Good Practice

- Daily updates and deep dives of data by shared intel team enabled more agility in responding to outbreaks and upticks

Risks

- Lack of sharing of vaccination data from National can mean vaccine hesitancy work is not targeted effectively and cannot be evaluated.

Surveillance

- Are you making use of waste water analysis? Have you seen the new data from the NHS COVID-19 app?
- Is there more data or more frequent data that you would find useful?
- Is Intell sharing adequate, including between neighbouring LAs, and how could it be developed further?

Issues

- Ongoing vigilance for any issues or potential issues

Opportunities

- Ongoing vigilance for any new opportunities

Key Lessons & Feedback – Action on enduring transmission

Good Practice

- Ongoing vigilance for how Slough can contribute or find out about good practice

Risks

- Ongoing vigilance for any new or potential risks

Issues

- Ongoing vigilance for any issues

Opportunities

- Ongoing vigilance for any opportunities

Enduring transmission

- Are the existing support offers available being used to optimum level?
- What are the issues that are contributing to this and how in your view could they be resolved?
- If you have enduring transmission, what additional support do you need from Test and Trace to address this?
- Would an increased level of contact help this and how would you see that being deployed?
- How do you assure that your approach to enduring transmission remains viable?

Cross Boundary Working

- How does the system response reflect cross boundary activities?

Key Lessons & Feedback – Ongoing role of Non-Pharmaceutical Interventions (NPIs)

Good Practice

- Continually evolving wider communications strategy that addresses all NPIs and focuses on behaviour change with the desire to create a new normal. The strategy has moved from informing and educating to encouraging responsibility.

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Issues

- Difficulty with pandemic fatigue and complacency with the ongoing pandemic and then misconceptions around vaccinations.

Risks

- Covid fatigue and the emergence from lock down will see people relaxing all NPIs/behaviour, leading to increased transmission and thus rates. Locally we will continue to promote and enforce NPIs throughout the easing of lockdown. National messaging needs to support local efforts.

Opportunities

- Ongoing vigilance for any opportunities



Key Lessons & Feedback – Interface with vaccines roll out

Test and Trace

Good Practice

- Huge good will and support from all partners that's has included provision of volunteers, sourcing accessible local community venues – large and small, linking with local communities to facilitate a dialogue and increase uptake, provision of transportation to increase accessibility, security assessments, managing lists for vaccinations and traffic management.

Risks

- As the decrease in transmission and restrictions lift people may not come back for second vaccine. Communication and ease of access for second dose remains a key focus for the programme.

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Vaccines

- **What has worked best in your efforts to improve vaccine uptake locally?** Local partnerships and good will on the ground to those closest to local communities
- **What could be done to further support your efforts?** Thinking about volunteers going forwards as restrictions and furlow ends and that cohort of 60 + who will be vaccinated by then and whether they can support instead. Support with planning for ongoing covid/flu campaigns
- **Are there any areas or communities who are finding the vaccine particularly hard to access?** Would any further national work help to support you as you work with those communities? We are starting to systematically review the uptake data to understand which local population groups are underrepresented. Supporting that are emerging local strategies to address inequalities. Publication/dissemination of nationally available evidence around vaccine inequalities and behavioural insights is helpful in further informing local action plans.
- **Are there links to asymptomatic testing and the road out of lockdown which need to be clearer/better supported?** National comms to support our local comms which is trying to dovetail the two messages and dispel myths (don't need to be tested if you've been vaccinated etc.)

Issues

- Supply – both increase and decrease
- Data sharing
- Managing expectations of people/groups who are not yet eligible

Opportunities

- To build on the learning from this programme to increase uptake in other screening and immunisation programmes.
- To build of the partnerships forged by this programme to benefit wider health and wellbeing outcomes.



Key Lessons & Feedback – Assurance and activities to enable ‘living with COVID’

Good Practice

- Ongoing vigilance for any ways Slough can demonstrate or implement good practice

Issues

- Ongoing vigilance for any issues

Risks

- Ongoing vigilance for any new or potential risks

Opportunities

- Ongoing vigilance for any opportunities

Questions on next slide



Key Lessons & Feedback – Assurance and activities to enable ‘living with COVID’

Assurance

- How have you assured that the plan can deal with the reasonable worst case scenario, with multiple outbreaks, unknown variants, across workplaces and vulnerable groups, leading to high volumes of hospitalisation and death?
- How will you assure that the plan remains viable in dealing with the reasonable worst case scenario?

Resourcing

- Do you have sufficient local capacity to deliver on all aspects of your local outbreak management plan?
- Is the local system response to the pandemic you have developed resilient for the future?
- Will your local teams be impacted by the resumption of more BAU activities and or the end of temporary contracts? How are you mitigating these risks and what more would you need from regional/national teams?

COVID safe

- What plans do you have to enable the re-opening of social and economic life, are you planning or piloting?
- What barriers do foresee to realising these plans? What further national action would be beneficial?

Risk Assessment

- Is the current Risk Assessment tool adequate to enable effective and consistent prioritisation, messaging and escalation?

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 12th April 2021

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

WARD(S): All

PORTFOLIO: Councillor Sabia Akram – Portfolio Holder for Governance & Customer Services

PART I
NON-KEY DECISION

COVID-19 DECISIONS UPDATE**1 Purpose of Report**

The purpose of this Report is to inform Cabinet of the further significant decisions taken by officers, and to seek ratification of those decisions insofar as they relate to Executive functions.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

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

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

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

3a. Slough Joint Wellbeing Strategy Priorities –

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

3b Five Year Plan Outcomes

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

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

4 Other Implications

(a) Financial

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

Risk Management

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

(b) Human Rights Act and Other Legal Implications

Any decisions taken by officers pursuant to the statutory regulations enacted by the Government to deal with the Coronavirus pandemic, to enforce business closures and restrict assembly, could potentially be challenged under the Human Rights Act 1998 as being a breach of article 11,

relating to the freedom of assembly and association, and of Article 1 of the First Protocol to that convention, relating to the right to peaceful enjoyment of possessions. It is considered, however, that risks of successful challenge are low as, in the latter case, derogations are permitted to control use of property in the general interest and, in the former case, for the protection of public health.

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

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

(c) Equalities Impact Assessment

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

(d) Workforce

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

(e) Property

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

(f) Carbon Emissions and Energy Costs

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

5 Supporting Information

Governance

- 5.1 This report sets out the Significant Decisions taken by Officers in response to the coronavirus pandemic. Robust governance arrangements were put in place in March 2020 to manage SBCs response, which is led by a GOLD and SILVER command

structure. GOLD/SILVER meetings have been held jointly since March. This is summarised as follows:

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

Timeline

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

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

- 24th September 2020 – pubs and restaurants ordered to close by 10pm and ‘Rule of 6’ applies.
- 14th October 2020 – new Covid tiers come into force. Slough is places in Tier 1 – medium level alert.
- 24th October 2020 – Slough moves into Tier 2 – high level alert, which introduced a ban on household mixing.
- 5th November 2020 – Prime Minister announces a new national ‘lockdown’ until 2nd December.
- 26th November 2020 – new Tier system is introduced in England to come into force on 2nd December. Slough will enter Tier 3 – very high alert which means pubs and restaurants remain closed following national ‘lockdown’ and household mixing remains banned.
- 19th December 2020 – Government revises Tier system with a new Level 4 Tier – Stay at Home with restrictions similar to those during the national ‘lockdown’ in November. The Government decides to put Slough into this highest Tier.
- 4th January 2021 – Prime Minister announces new national ‘lockdown’ for England.
- 22nd February 2021 – Government publishes a “roadmap” to gradually ease restrictions over the coming months, starting with the full reopening of schools to all pupils from 8th March 2021.

6 Comments of Other Committees

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

7 Conclusion

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

8 Appendices Attached

Appendix A – Table of significant decisions

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Summary of Decisions Taken by Silver

Reference number	Decision Required	Outcome	Date of decision	Decision made by
DEL233	Events once lockdown is lifted	Silver agreed that SBC events should not go ahead for the rest of this calendar year. Comms to be sent out.	25/02/2020	SILVER
DEL234	Covid Winter Grant Scheme Update	Silver noted that the Govt. had written to confirm the extension of the Winter Grant Scheme to 16th April 2021 and that Slough would receive an additional £165k. Officers were working up a plan to utilise these resources and would bring proposals to Silver.	09/03/2021	SILVER
DEL235	Requests from Workplace Safety Group	Silver approved the requests in relation to Environmental Quality and the retrospective request on Elections site visits.	09/03/2021	SILVER
DEL236	Spring Unlock and Transition to New Agile Ways of Working	The reports were noted and recommendations agreed in principle as the starting point for moving out of 'lockdown'. Agreed that the Our Futures Board would lead on the transition.	09/03/2021	SILVER
DEL237	Covid-19 Risk Register	The progress on revising the Covid-19 risk register was noted. It was agreed more work would be undertaken to refine the high level risks for Silver with a report to come back to Silver in two weeks.	09/03/2021	SILVER

DEL238	Polling Station locations for elections on 6th May 2021	The proposed list of changes to polling stations was noted. The Returning Officer would make the final decision on polling stations.	09/03/2021	SILVER
DEL239	Covid Information Officers	Option 2 of the report was agreed to extend the project until 30th June at current staffing levels (16 Covid Officers and 1 Project Leader) with the option of reducing to 8 in June and extending for a further month to the end of July.	09/03/2021	SILVER
DEL240	Requests from Workplace Safety Group	Recommendation agreed re Paediatric first aid training.	16/03/2021	SILVER
DEL241	SMP Spare Furniture	Recommendation agreed for strategy for recycling and disposing of spare furniture at SMP.	16/03/2021	SILVER
DEL242	SBC Covid-19 Community Response call centre	Recommendation agreed to transfer community response calls to SBC call centre in view of substantially lower call volumes. Silver recorded their thanks to the community response team for their exceptional work.	16/03/2021	SILVER
DEL243	National Day of Reflection - 23rd March	Silver agreed the approach to be taken to the National Day of Reflection which would include sending comms re the minutes silence, include any relevant information in social media activity including to thank staff and volunteers, and support any specific actions agreed by services e.g. where they had lost colleagues to Covid-19	16/03/2021	SILVER
DEL244	Report from Workplace Safety Group, Elections 2021	Recommendation agreed <ul style="list-style-type: none"> • Election candidate nominations : Democratic Services 	23/03/2021	SILVER

DEL245	Report from Workplace Safety Group	Recommendation agreed, • The Trust induction training starting on 22nd March 2021. This is a retrospective request. It was agreed that requests should not be retrospective and should be agreed by Silver in the first instance, however exceptions will occur including Covid demands by PHE etc	23/03/2021	SILVER
DEL246	Decision Request for changes to Retail Discount	Recommendation agreed by Silver, noting Lead Members had already been consulted.	25/03/2021	SILVER

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 12th April 2021

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

WARD(S): All

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

PART I
NON-KEY DECISION

CONTRACTS IN EXCESS OF £180,000 IN 2021-22**1 Purpose of Report**

To advise the Cabinet of the contracts of an estimated value of over £180,000, that are proposed to be let in the 2021/22 financial year and any exemptions to competitive tendering that have been granted.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the list of contracts attached at Appendix A be endorsed and to determine whether there are any special requirements it wishes to agree, with regard to any particular contract.

3 Slough Joint Wellbeing Priorities and Five Year Plan

This report being entirely administrative in nature does not directly contribute to the priorities. However the contracts listed in the appendix will contribute to all of the priorities of both the Wellbeing Strategy and the Five Year Plan.

4 Joint Strategic Needs Assessment (JSNA)

The JSNA will be considered at the time of letting each contract.

5 Other Implications**(a) Financial**

The contracts set out in the Appendix are included in approved budgets. Officer delegations authorise Directors to approve expenditure within approved capital budgets and decisions on work programmes within those budgets.

(b) Risk Management

There are no specific issues arising directly from this report.

(c) Human Rights Act and Other Legal Implications

All contracts are let in accordance with the Council's agreed Contract Procedure Rules.

(d) Equalities Impact Assessment

This report being entirely administrative in nature and is not therefore applicable to the Equalities Impact Assessment (EIA). EIA's will be fully considered at the time that each contract is let.

(e) Workforce

Workforce implications will be considered upon the letting of each contract.

6 **Supporting Information**

Council's Constitution

- 6.1 The Council's Constitution requires that the intention to tender or enter into a contract of a value exceeding £180,000 is reported and approved by the Cabinet. Exemptions to competitive tendering must also be reported for information to the Cabinet.
- 6.2 Any amendments/addition to the list have to be reported to the Cabinet as they arise and this will be done as necessary in the course of financial year. A list of the contracts is set out at Appendix A to this report and the Cabinet is asked to consider the attached list and endorse it.

7 **Comments of Other Committees**

None.

8 **Conclusion**

Appendix A details contracts of an estimated value of over £180,000, that are proposed to be let in the 2021/22 financial year and any exemptions to competitive tendering that have been granted.

9 **Appendices Attached**

'A' - List of contracts to be let in 2021/22 in excess of £180,000.

LIST OF CONTRACTS TO BE LET IN 2019/20 IN EXCESS OF £180,000**List correct as at 15th March 2021**

	Contract Title	Description
1	Substance Misuse Provision including clinical services	Substance misuse services that provide harm reduction, needle exchange, support, case management, group work and clinical intervention for adults and young people
2	Sensory Needs Service	Statuary duty to provide sensory needs service for people with a sensory disability (Visual and Deaf)
3	Dynamic Purchasing System of Care Purchasing (DPS)	This is a continuously updated approved list of accredited providers, from which care will be purchased on a call off basis with individual suppliers, in accordance with Council tendering procedures.
4	Responder Service & Technology Enable Care provision	Providing a responder service to vulnerable users of telecare who are alone and may have fallen or need help.
5	Residential and Nursing Home Providers (OPPD)	Bring suppliers list under the DPS.
6	Residential and Nursing Home Providers (LD)	Bring suppliers list under the DPS.
7	Domiciliary Care	Call off suppliers list will be retendered and refreshed through the DPS.
8	Speech & Language Therapy	For the provision of specialist speech and language therapy services for Slough children and young people in education with identified communication needs in the Education and Health Care Plan
9	Look Ahead Slough Hostel HRS	Accommodation based Housing related support for people at risk of homelessness or homeless. Residents of Slough aged 18 +
10	YMCA (Chalvey) HRS	Accommodation based Housing related support for people at risk of homelessness or homeless. Residents of Slough aged 16-35
11	Compass - Housing related support	Housing related support to residents of Slough aged 18 + to provide support that reduces risk of homelessness.
12	3 Priors Close (previously Respond)	Building based replacement care. The figure is dependent on the volume purchased. This is being agreed and finalised.
13	Integrated Mental Health Services	New agreement between the council and BHFT to replace a series of individual service level agreements.

14	Replacement Care	Care and support for vulnerable residents to allow the main carer/family time to have a break from their caring role. To be delivered either within the community or in the resident's home.
15	Individual and Group Domestic Abuse Support	This is the continued commission of domestic abuse IDVA services. In 2018 we awarded Hestia the 3+2 (5 year contact) to provide IDVA services in Slough. This process, triggers the second part of the 5 year contact.
16	Printing Contact	Contract for multi-functional devices
17	Mobile Phone Contract	Existing VMB contract expires in October 2021. New contract required
18	Data Centre/Cloud Hosting	The Data Centre contract was never provisioned in 2020 and therefore just went onto a rolling contract. New contract required for 1st Nov 2021
19	Corporate Document Imaging Processing Solution	Existing on premise solution becomes out of support in August 2021. New 3yr SaaS solution is being purposed by Civica
20	Call Centre Telephony Contract	New contract required in Jul 21
21	Microsoft Licencing Enterprise Agreement	New Microsoft Licencing Enterprise Agreement required to be live for 1st April 2022
22	Application Delivery to End Point Devices	Provision for line of business applications delivery to Windows 10 devices
23	Backup Solution	Replacement of existing on premise solution
24	Disaster recovery provision	Business continuity and disaster recovery for the IT systems and processes.
25	IT Remediation Programme	IT Health Check and Remediation Planning and Management
26	IT Cloud Migrations	Migrate on premise services to cloud based SaaS solutions or IaaS cloud provider including Trading Standards Application, Revenues & Benefits Application, Civica ICON.
27	IT Service Management	Remote Management & Patching of all LOB applications
28	IT Infrastructure upgrades	Infrastructure upgrades to data centre systems, networks and services
29	Cyber Security Service	Provision of expert cyber security services by external partner
30	Replacement of Main Storage system	End of life on support in 2021 so new solution required
31	Agresso Hosting	Contract renewal of the Agresso hosting platform
32	Income Management System	Contract renewal for the Civica payments cash receipting system
33	Customer Service Telephony Platform	This is the telephone platform used predominately by Customer Service, other users include IT Helpdesk the DSO, Track and Trace and the Community Response (Covid) Call Centre
34	Local Welfare Provision – Sainsbury's Argos	Sainsbury's and Argos provide e-vouchers for the provision of food and white goods for our most vulnerable customers whose eligibility is determined by the SBC LWP policy
35	RE:FIT Programme	Existing Council Programme - Energy efficiency and renewable energy refurbishment of council and school assets. Phase 2 of Re-Fit Programme (12 month programme)

36	Public Sector Decarbonisation Scheme (Salix)	Public Decarbonisation Scheme Salix Funded - Heat decarbonisation and energy efficiency works at selected council corporate sites and schools. (6 month programme) Salix Grant Awarded
37	Fleet Challenge New EVs	Existing Council Programme - Procurement of Electric Vehicle Pool and Council Service (warden vans, building management, mayors car) Fleet expansion to up to 15 electric vehicles – post-covid recovery Phase 1 and 2 (Fleet Challenge)
38	Corporate Heat Contract	Corporate Gas Contract
39	Corporate Energy Contract	Corporate Electricity Contract (HH, NHH, UMS (Street Lighting))
40	Corporate Energy Management Service Contract	Corporate Energy Management Service Contract – (bill validation, energy supplier management, smart meter roll out, carbon reporting, meter decommissioning and de-energising, energy data portal – links to Re-Fit, PSDS, Carbon Management Plan
41	Professional Specialist Consultancy Framework	Professional Specialist Consultancy Framework of AQ, Noise, C/L, Climate, Energy work for major developments, LES Infrastructure compliance and environment projects procured on a project by project basis
42	Clean Air Zone Project	Development of Full Business Case, subject to full cabinet support following feasibility study report – working in collaboration with JAQU consultancy support in traffic, AQ, economic modelling and community engagement.
43	EV Taxi Project	Defra bid for project designed to accelerate the adoption of electric vehicles (EVs) by licensed taxi and private hire vehicle (PHV) operators in the town centre, by demonstrating the feasibility, viability and affordability of owning an electric vehicle and availability of charging infrastructure.
44	EV Taxi Network	Tender and contract for EV Taxi Network (Part OLEV grant funding) to roll out seven rapid chargers over 2 phases (18 months)
45	Public EV Charger Network	Tender and contract for Public EV charging network (Rapid and Fast Charge Public EV chargers)
46	EV Car Club	Tender and contract for a Borough wide car club operator (over 3 phases, Town Centre Pilot, Town Centre (Major Sites), Borough Wide.
47	ORCS Scheme	Tender and contract for On-Street Residential Chargepoint Scheme (ORCS) (OZEV fund) for residential EV charging infrastructure on street and in council car parks.
48	Kennedy Park Landfill	Tender and environmental monitoring contract and consultancy support to vary the Kennedy Park Landfill Site
49	DSO Light vehicle fleet replacement	Replacement of the DSO leased vehicle fleet up to 3.5 tonne
50	DSO Grounds machinery	Replacement of the DSO Grounds machinery
51	DSO Transfer site	Replacement of waste transfer plant
52	DSO Highways	Subcontractor tender
53	ITS Maintenance for Berkshire	Maintenance of existing Traffic Signals and other Intelligent Transport System such as VMS, Real time, Bluetooth Journey Time devices and CCTV traffic monitoring cameras

54	ITS Framework Contract	Supply and/or Install Intelligent Transport System elements such as Traffic Signals, VMS, Journey Time, Rising Bollards etc.
55	Street Lighting Maintenance	Maintaining Street Lighting Stock and together with its associated electrical equipment and power supply cables
56	Professional Services Contract	Retendering of the professional services contract covering transport and highways functions
57	Bikeability Contract	Cycle training for children and adults grant funded by the DfT
58	Tender from a framework agreement	Asbestos Management Surveys
59	Audio visual maintenance (ProAv)	AV, conferencing and webcasting services.
60	Corporate Property Maintenance (Bouygues)	Contract is 4+1+1+1 – first extension or retender due 1/12/21 requires 3 months notice
61	Security Guards	Manpower
62	Stock Condition Survey	Future Works to Corporate Assets & Children's Centres/Nurseries (Phase 2)
63	Fire Risk Assessments	-
64	Chalvey Waste Transfer Station	Groundworks contract
65	St Mary's School	Drainage, toilets and windows
66	Arbour Vale	Car park reconfiguration and associated groundworks
67	School Modernisation Programme	-
68	Children's Centres/Nurseries	Fixtures, Fittings & Furniture to kitchen areas, plus associated adjustments for COVID
69	Herschel Car Park	Complete the refurbishment of Stairwells to existing floors and roof works; steelworks and painting
70	Yew Tree Road Children's Centre	Extension
71	Lease hire of Modular Units for Children's Centres/Nurseries	-
72	Nova House	Re-cladding
73	2 Priors Close Breakaway Centre	Refurbishment
74	Observatory House	5 th Floor refurbishment to create and Innovation and Future Skills Hub
75	New construction of Britwell GP Surgery	-
76	Trelawney Community Hub and Associated Housing project	(Subject to approval)
77	St Martins Place Conversion to Residential	(Subject to approval)
78	Youth Centre Project	(Subject to approval)
79	Cemetery / Crematorium – Various Works	Budget and Business Case approved in Dec 2019/Jan 2020 but works delayed and due to commence in 2021
80	Priory School Rewire	Note Budget and Business Case previously approved in Feb 2020 but works delayed and will commence in 2021

81	Haybrook College (Millside School) – Refurbishment	Budget and Business Case approved in 2019 but works delayed and due to commence in 2021
82	Grove Academy Demolition	Funding and Business Case approved. Works due to commence March/April 2021.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 12th April 2021

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

WARD(S): All

PORTFOLIO: Leader, Regeneration & Strategy – Councillor
Swindlehurst

PART I
NON-KEY DECISION**NOTIFICATION OF DECISIONS****1. Purpose of Report**

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

2. Recommendation

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

3. Slough Joint Wellbeing Strategy Priorities

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

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

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

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

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

5. Supporting Information

- 5.1 The Notification of Decisions replaces the Forward Plan. The Notice is updated each month on a rolling basis, and sets out:
- A short description of matters under consideration and when key decisions are expected to be taken over the following three months;
 - Who is responsible for taking the decisions and how they can be contacted;
 - What relevant reports and background papers are available; and
 - Whether it is likely the report will include exempt information which would need to be considered in private in Part II of the agenda.
- 5.2 The Notice contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.
- 5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:
- to result in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council's budget for the service or function to which the decision relates; or
 - to be significant in terms of its effects on communities living or working in an area comprising two or more wards within the Borough.

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

- 5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Notice and these provisions and necessary actions are detailed in paragraphs 15 and 16 of Section 4.2 of the Constitution.
- 5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's Notification of Decisions would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

6. Appendices Attached

'A' - Current Notification of Decisions – published 12th March 2021

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 APRIL 2021 TO 30 JUNE 2021

Date of Publication: 12th March 2021

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

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

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

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

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

¹⁶⁸¹⁶⁹ This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

¹⁶⁸ If you have any queries, or wish to make any representations in relation to the meeting being held in private for the consideration of the Part II items, please email nicholas.pontone@slough.gov.uk (no later than 15 calendar days before the meeting date listed).

What will you find in the Notice?

For each decision, the plan will give:

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

What is a Key Decision?

An executive decision which is likely either:

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

Who will make the Decision?

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

The members of the Cabinet are as follows:

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

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

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

How can you have your say on Cabinet reports?

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

What about the Papers considered when the decision is made?

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

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

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

When will the decision come into force?

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

What about key decisions taken by officers?

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

Are there exceptions to the above arrangements?

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

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

Cabinet - 12th April 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>SUR Partnership Business Plan</u> To approve the Slough Urban Renewal Partnership Business Plan for 2021/22.	R&S	All	All	Stephen Gibson, Executive Director of Place Tel: 01753 875852	-	None		Yes, p3 LGA
<u>Heart of Slough - North West Quadrant Business Plan</u> Further to the Cabinet resolutions of 15 th June 2020, to seek approval of the North West Quadrant Business Plan.	R&S	Central	All	Stephen Gibson, Executive Director of Place Tel: 01753 875852	-	None	✓	Yes, p3 LGA
<u>Community Investment Fund (CIF) Annual Report & 2021/22 Cabinet Allocations</u> To receive an update on the outturn of the Community Investment Fund 2020/21 and consider any proposals for the Cabinet allocation for 2021/22.	G&C	All	All	Finbar McSweeney, Corporate Complaints Manager Tel: 01753 875244	-	None		
<u>Follow Up to Food Poverty Task & Finish Group Recommendations</u> Further to the Cabinet decision of 12 th October 2021, to receive a follow up report on the recommendations of the NCS Scrutiny Panel's Food Poverty Task & Finish Group.	G&C	All	All	Richard West, Executive Director of Customer & Community	-	Rec of O&S - Food Poverty, 12/10/2020 Cabinet		

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

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>Revised Slough Local Outbreak Management Plan</u> To approve the revised Slough Outbreak Management Plan for Covid-19, further to that agreed by Cabinet on 30 th June 2020.	H&W	All	All	Suzanne Foley, Service Lead Public Health	-	None	✓	
<u>Covid-19 Decisions Update</u> <i>To update on the significant decisions taken by officers in response to the Covid-19 pandemic and to seek to ratify the executive decisions taken.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		
<u>Contracts in Excess of £180k</u> <i>To approve the commencement of tendering for contracts in excess of £180,000 in 2021/22 and to note any exemptions to competitive tendering.</i>	G&C	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.</i>	G&C	All	All	Thomas Overend, Policy Insight Manager	-			
<u>Notification of Key Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		

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Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

Cabinet - 21st June 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Ruling Group Manifesto</u> To formally note the manifesto of the Ruling Group following the Borough election being held on 6th May 2021.	R&S	All	All	-	-	None	✓	
<u>Cabinet portfolios and Lead Member responsibilities 2021/22</u> To receive a report confirming the Cabinet portfolios for 2021/22 and the responsible Lead Members.	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	✓	
<u>Climate Change Vision</u> To seek approval of the Climate Change Vision for Slough Borough Council as part of the approach to develop the Climate Change Strategy.	T&E	All	All	Jason Newman, Environmental Quality Team Manager Tel: 01753 875219	-	None	✓	
<u>2020/21 Provisional Revenue Budget Outturn</u> To consider the provisional revenue outturn for the 2020/21 financial year.	G&C	All	All	Neil Wilcox, Executive Director of Corporate Services (Section 151 Officer) Tel: 01753 875358	-	None	✓	
<u>2020/21 Provisional Capital Outturn</u> To receive the provisional capital outturn for the 2020/21 financial year.	G&C	All	All	Neil Wilcox, Executive Director of Corporate Services (Section 151 Officer) Tel: 01753 875358	-	None	✓	

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

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>Performance & Projects Report: Quarter 4 2020/21</u> To receive a report on the progress against the Council's balanced scorecard indicators, key projects and manifesto commitments for 2020/21.	G&C	All	All	David Hounsell, Strategic Insight Manager	-	None	✓	
<u>Covid-19 Decisions Update</u> To update on the significant decisions taken by officers in response to the Covid-19 pandemic and to seek to ratify the executive decisions taken.	G&C	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	✓	
<u>References from Overview & Scrutiny</u> P a g e o c o n sider y a n y r e c o m m e n t s f r o m t h e O v e r v i e w & S cr u t i n y C o m m i t t e e a n d t h e S cr u t i n y P a n e l s. 4	G&C	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	✓	
<u>Notification of Key Decisions</u> To endorse the published Notification of Decisions.	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	✓	

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

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report