

Date of despatch: Wednesday, 20 September 2023

**To the Members of Slough Borough Council**

Dear Councillor,

You are summoned to attend a Meeting of the Council of this Borough which will be held in the Council Chamber - Observatory House, 25 Windsor Road, SL1 2EL on **Thursday, 28th September, 2023 at 7.00 pm**, when the business in the Agenda below is proposed to be transacted.

Yours faithfully



**STEPHEN BROWN**  
Chief Executive

**PRAYERS**

**AGENDA**

***Apologies for Absence***

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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 9 and Appendix B of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i>	
2. To approve as a correct record the Minutes of the Council held on 27th July 2023	1 - 8
3. To receive the Mayor's Communications.	-

**Officer Reports**

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**Public Questions**

6. Questions from Electors under Procedure Rule 9. -

**Recommendations of Cabinet and Committees**

*[Notification of Amendments required by 10am on Wednesday 27<sup>th</sup> September 2023]*

7. Recommendation of the Member Panel on the Constitution from its meeting held on 7th September 2023 21 - 34
- Revised Terms of Reference for the Slough Wellbeing Board
8. Recommendation of the Cabinet from its meeting held on 18th September 2023 35 - 156
- Updated Corporate Plan
9. Recommendation of the Employment Committee held on 25th September 2023 To Follow
- Senior Management Restructure

**Motions**

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**Member Questions**

11. To note Questions from Members under Procedure Rule 10 -

**Press and Public**

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

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

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

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



## MINUTES OF COUNCIL PROCEEDINGS

At a Meeting of the Council for the Borough of Slough held at the Council Chamber - Observatory House, 25 Windsor Road, SL1 2EL on Thursday, 27th July, 2023 at 7pm

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

**Apologies for Absence:-** Councillors E. Ahmed, Dauti, J. Sabah and Zarait

### 12. Declarations of Interest

None received.

### 13. To approve as a correct record the Minutes of the Council held on 18th May 2023

**Resolved** - That the minutes of the annual meeting held on 18<sup>th</sup> May 2023 be approved as a correct record.

### 14. To receive the Mayor's Communications.

The Mayor outlined the various engagements he had undertaken since the annual meeting, which included citizenship ceremonies and visiting local schools amongst others.

Members were informed that the Mayor had selected "Together as One" as his Mayoral charity. Together As One was a youth-led charity bringing communities 'together as one' through training, youth work and creative projects.

The Council was currently conducting a consultation on the draft Corporate Plan and Members were reminded to complete the online questionnaire and share it with their contacts.

The Mayor informed Members that he would be retaining a Church of England Chaplain and also have his Imam providing prayers/moments of reflection. The Chaplain and Imam would take turns to provide prayers at Full Council.

The Mayor extended the Council's congratulations to the Monitoring Officer who had recently been given a lifetime achievement award by his professional association, Lawyers in Local Government, for his 'Significant Contribution to Local Government Legal Practice'.

**15. Questions from Electors under Procedure Rule 9.**

Five elector questions were received. Four electors were present at the meeting and asked supplementary questions.

**16. Review of the Council's Constitution**

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

1. "That the amendments as below be approved:
  - a. Part 3.4 - Responsibility for Council Functions - replace the existing terms of reference for Planning Committee with those in Appendix 1;
  - b. Part 4.1 - Council Procedure Rules – replace Rule 30.1 and 30.3 with the new rules set out in the body of this report;
  - c. Part 5.2 - Code of Conduct for Members in relation to planning matters.
2. That the amendments to the Constitution will come into effect on the day following the Council meeting."

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

**Resolved –**

1. That the amendments as below be approved:
  - a. Part 3.4 - Responsibility for Council Functions - replace the existing terms of reference for Planning Committee with those in Appendix 1;
  - b. Part 4.1 - Council Procedure Rules – replace Rule 30.1 and 30.3 with the new rules set out in the body of this report;
  - c. Part 5.2 - Code of Conduct for Members in relation to planning matters.
2. That the amendments to the Constitution will come into effect on the day following the Council meeting.

**17. Appointments to Committees and Panels**

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

- (a) "That the following changes to Committees and Panels be agreed:
- i. Appointments Committee – Councillor Smith to be appointed to the committee in place of Councillor Manku; and Councillor Matloob to be appointed to the vacant seat allocated to the Labour Group.
  - ii. Appeals Committee – Councillor Iftakhar Ahmed to be appointed to the committee in place of Councillor Rana; and Councillor Gahir to be appointed to the vacant seat allocated to the Labour Group.
  - iii. Appeals Committee – Councillor Ejaz Ahmed to be appointed chair of the committee in place of Councillor Rana.
  - iv. Investigating & Disciplinary Committee – Councillor Qaseem to be appointed to the vacant seat allocated to the Labour Group.

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- v. Corporate Parenting Panel – Councillor Tomar to be appointed to the panel in place of the Lead Member for children’s services who will continue to attend the panel as a participating observer; and
  - vi. Corporate Parenting Panel – that Council confirms that the panel be comprised of 6 elected members in line with the proportionality principles agreed by Annual Council on 18<sup>th</sup> May 2023 and that the terms of reference of the panel and Constitution be amended accordingly.
- (b) That the following changes to Committees made under Procedure Rule 1.2 (vi) be noted:
- i. Planning Committee – Councillor Mann has filled the vacancy following the resignation of Councillor Hulme from the committee.
- (c) That the following appointments of the Leader of the Council to the Slough Wellbeing Board be noted:
- i. Leader of the Council and Lead Member for Improvement & Recovery (Councillor Smith); and
  - ii. Lead Member for Health, Social Care & Wellbeing (Councillor Wright)”

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

## **Resolved -**

- (a) That the following changes to Committees and Panels be agreed:
- i. Appointments Committee – Councillor Smith to be appointed to the committee in place of Councillor Manku; and Councillor Matloob to be appointed to the vacant seat allocated to the Labour Group.
  - ii. Appeals Committee – Councillor Iftakhar Ahmed to be appointed to the committee in place of Councillor Rana; and Councillor Gahir to be appointed to the vacant seat allocated to the Labour Group.
  - iii. Appeals Committee – Councillor Ejaz Ahmed to be appointed chair of the committee in place of Councillor Rana.
  - iv. Investigating & Disciplinary Committee – Councillor Qaseem to be appointed to the vacant seat allocated to the Labour Group.
  - v. Corporate Parenting Panel – Councillor Tomar to be appointed to the panel in place of the Lead Member for children’s services who will continue to attend the panel as a participating observer; and
  - vi. Corporate Parenting Panel – that Council confirms that the panel be comprised of 6 elected members in line with the proportionality principles agreed by Annual Council on 18<sup>th</sup> May 2023 and that the terms of reference of the panel and Constitution be amended accordingly.
- (b) That the following changes to Committees made under Procedure Rule 1.2 (vi) be noted:

## **Council - 27.07.23**

- i. Planning Committee – Councillor Mann has filled the vacancy following the resignation of Councillor Hulme from the committee.

(c) That the following appointments of the Leader of the Council to the Slough Wellbeing Board be noted:

- i. Leader of the Council and Lead Member for Improvement & Recovery (Councillor Smith); and
- ii. Lead Member for Health, Social Care & Wellbeing (Councillor Wright)

## **18. Deletion of the post of Executive Director - Place and Communities**

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

“That the severance package, as set out in the report, be agreed.”

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

**Resolved** – That the severance package, as set out in the report, be agreed.

## **19. To consider Motions submitted under procedure Rule 14.**

### **Equality of Care Experienced People**

It was moved by Councillor Qaseem,  
Seconded by Councillor Gill,

“Care experienced people face significant barriers that impact them throughout their lives, including discrimination and stigma in accessing services such as housing, education, employment, and criminal justice to name but a few. The public Sector Equality Duty does not currently treat Care Experience as a protected characteristic, and as such Slough Borough Council does not include Care Experience when conducting Equality Impact Assessments of its policies.

As Corporate Parents we have duties and responsibilities to act in the best interests of our Care Experienced Young people and Children Looked After.

Slough Borough Council therefore resolves to;

1. To formally support the Show Us You Care Too campaign and write to government calling for care experience to be made a protected characteristic as part of the Government’s Independent Review into children’s social care;
2. That when making any decisions in relation to its policies or formulating its Council Plan it recognises that Care Experienced people are a vulnerable group who face discrimination.
3. That it recognises that councils have a duty to put the needs of vulnerable people at the heart of decision-making through co-production and collaboration.
4. That in the delivery of the Public Sector Equality Duty the Council includes Care Experience in the publication and review of Equality Objectives and

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the annual publication of information relating to people who share a Protected Characteristic in services and employment.

5. That this Council will treat Care Experience as if it were a Protected Characteristic so that future services and policies made and adopted by the Council should be assessed through Equality Impact Assessments to determine the impact of changes on people with care experience, alongside those who formally share a Protected Characteristic
6. For the Council to proactively seek out and listen to the voices of Care Experienced people when developing new policies based on their views.”

It was moved by Councillor Kelly, as an amendment,  
Seconded by Councillor Bedi,

“Care experienced people face significant barriers that impact them throughout their lives; **despite the resilience of many care experienced people, society too often does not take their needs into account; including care experienced people often face** discrimination and stigma in accessing services such as housing, education, employment, and criminal justice to name but a few. The public Sector Equality Duty does not currently treat Care Experience as a protected characteristic, and as such Slough Borough Council does not include Care Experience when conducting Equality Impact Assessments of its policies.

As Corporate Parents we have **collective** duties and responsibilities to act in the best interests of our Care Experienced Young people and Children Looked After.

**All Corporate Parents should commit to hearing the voices of looked after children and young people and to consider their needs in formulating Council policies.**

Slough Borough Council therefore resolves to;

1. To formally support the Show Us You Care Too campaign and write to government calling for care experience to be made a protected characteristic as part of the Government’s Independent Review into children’s social care;
2. That when making any decisions in relation to its policies or formulating its Council Plan it recognises that Care Experienced people are a vulnerable group who face discrimination.
3. That it recognises that councils have a duty to put the needs of vulnerable people at the heart of decision-making through co-production and collaboration.
4. That in the delivery of the Public Sector Equality Duty the Council includes Care Experience in the publication and review of Equality Objectives and the annual publication of information relating to people who share a Protected Characteristic in services and employment.
5. That this Council will treat Care Experience as if it were a Protected Characteristic so that future services and policies made and adopted by the Council should be assessed through Equality Impact Assessments to determine the impact of changes on people with care experience, alongside those who formally share a Protected Characteristic
6. For the Council to proactively seek out and listen to the voices of Care Experienced people when developing new policies based on their view.”

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The amendments to the motion were put to the vote and carried with 37 votes for and 1 abstention and the amended motion became the substantive motion.

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

### **Resolved -**

Care experienced people face significant barriers that impact them throughout their lives; despite the resilience of many care experienced people, society too often does not take their needs into account; care experienced people often face discrimination and stigma in accessing services such as housing, education, employment, and criminal justice to name but a few. The public Sector Equality Duty does not currently treat Care Experience as a protected characteristic, and as such Slough Borough Council does not include Care Experience when conducting Equality Impact Assessments of its policies.

As Corporate Parents we have collective duties and responsibilities to act in the best interests of our Care Experienced Young people and Children Looked After.

All Corporate Parents should commit to hearing the voices of looked after children and young people and to consider their needs in formulating Council policies.

Slough Borough Council therefore resolves to;

1. To formally support the Show Us You Care Too campaign and write to government calling for care experience to be made a protected characteristic as part of the Government's Independent Review into children's social care;
2. That when making any decisions in relation to its policies or formulating its Council Plan it recognises that Care Experienced people are a vulnerable group who face discrimination.
3. That it recognises that councils have a duty to put the needs of vulnerable people at the heart of decision-making through co-production and collaboration.
4. That in the delivery of the Public Sector Equality Duty the Council includes Care Experience in the publication and review of Equality Objectives and the annual publication of information relating to people who share a Protected Characteristic in services and employment.
5. That this Council will treat Care Experience as if it were a Protected Characteristic so that future services and policies made and adopted by the Council should be assessed through Equality Impact Assessments to determine the impact of changes on people with care experience, alongside those who formally share a Protected Characteristic
6. For the Council to proactively seek out and listen to the voices of Care Experienced people when developing new policies based on their view



**Bus Lanes and efficient traffic flows at major junctions**

It was moved by Councillor Shaik,  
Seconded by Councillor Iftakhar,

“Council acknowledges the importance of delivering Best Value for residents of Slough, and demonstrating evidence based decision making which achieve positive outcomes for residents and recognises the importance of sustainable transport and the vital role which local bus services provides. Council also acknowledges that the residents of Slough have had serious concerns about the implementation and impact of the Bus Lanes across slough.

Council therefore requests Cabinet to:

- Review the implementation of the Bus lanes at the earliest opportunity and will use this to ascertain the current usage of the bus lanes to understand it's true impact on the local environment and journey times and to;
- Explore options to encourage sustainable travel, reduce congestion and deliver positive outcomes for the residents of Slough;
- To support a review of traffic flows at major junctions to understand how we can facilitate reduced journey times for Slough residents and increase road safety.”

It was moved by Councillor Sabah, as an amendment,  
Seconded by Councillor Ajaib,

“Council fully recognises the importance of providing and promoting sustainable transport options and the vital role which local bus services provides. Council also acknowledges that the residents of Slough have mixed views about the implementation and impact of the bus lanes across Slough.

Council therefore requests Cabinet to:

- Instruct officers to review the operation of the bus lanes, ascertain the impact they have had on; ~~journey times, passenger use and environmental impact.~~
  - **journey times**
  - **passenger experience and Usage**
  - **environmental impact with additional regards to new health world limits on NO2 exposure recently announces**
  - **Taxi and private hire operation and effectiveness**
  - **Electric vehicle use**
- Recognise that there is still a lack of understanding about when the bus lanes is in operation and therefore increase communication with residents as to its operation times.
- Undertake a cost/benefit analysis of keeping the bus lanes in situ vs removing them, to include all economic, financial, and environmental factors.

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- Explore additional measures to encourage take up of sustainable travel, reduce congestion and deliver positive outcomes for the residents of Slough by launching and promoting new modes of sustainable transport.
- Instruct officers to undertake a review of traffic flows at major junctions, including the operation and suitability of the current responsive system and priority junction signalling and road collision data, to identify ways in which changes can help facilitate reduced journey times for Slough residents and increased road safety.”

The amendments to the motion were put to the vote and not carried with 17 votes for, 20 against and 1 abstention.

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

### **Resolved -**

Council acknowledges the importance of delivering Best Value for residents of Slough, and demonstrating evidence based decision making which achieve positive outcomes for residents and recognises the importance of sustainable transport and the vital role which local bus services provides. Council also acknowledges that the residents of Slough have had serious concerns about the implementation and impact of the Bus Lanes across slough.

Council therefore requests Cabinet to:

- Review the implementation of the Bus lanes at the earliest opportunity and will use this to ascertain the current usage of the bus lanes to understand it's true impact on the local environment and journey times and to;
- Explore options to encourage sustainable travel, reduce congestion and deliver positive outcomes for the residents of Slough;
- To support a review of traffic flows at major junctions to understand how we can facilitate reduced journey times for Slough residents and increase road safety.

## **20. To note Questions from Members under Procedure Rule 10 (as tabled).**

A number of Member questions had been received. The questions and replies, as set out in the supplementary agenda, were noted.

Chair

(Note: The Meeting opened at 7.00 pm and closed at 9.28 pm)

## Slough Borough Council

<b>Report to:</b>	Council
<b>Date:</b>	28 <sup>th</sup> September 2023
<b>Subject:</b>	Petition for Review and Reversion of the Bi-Weekly Bin Collection Policy in Slough
<b>Chief Officer:</b>	Pat Hayes, Executive Director, Property and Housing
<b>Contact Officer:</b>	Kunwar Khan, Democratic Services and Scrutiny Manager
<b>Ward(s):</b>	All
<b>Exempt:</b>	No
<b>Appendices:</b>	Nil

### 1. Summary and Recommendations

- 1.1 This report sets out the details of a Petition titled ‘Review and Reversion of the Bi-Weekly Bin Collection Policy in Slough,’ which has been received under the Council’s Petitions Scheme.
- 1.2 The Council is invited to review and agree its future course of action in relation to the petition.

#### Recommendations:

Following the debate, the Council is asked to resolve what action it wishes to take with regard to the Petition, noting the service officer’s recommendation:

The officer recommendation is as follows:

- that fortnightly collections continue as currently scheduled;
- that the council roll out further educational programmes to better inform residents on recycling and general waste;
- that the Executive Director for Property and Housing Council will report to Cabinet on options for residents to improve the recycling rates.
- That the council works with members for reducing food waste and hence reducing disposal costs and that the Lead member for Transport, Housing, The Environment and Environmental Services be briefed and updated on the collection service.

## Commissioner Review

Many councils have moved to a fortnightly refuse collection system. It can help improve recycling rates and have beneficial financial consequences. As the report acknowledges, making changes to this type of service usually throws up operational weaknesses that can take some time to resolve. It also requires residents to change their behaviours, which takes time and can be unpopular. The national experience is that most people adapt to the new arrangements though a significant minority will always wish to maintain a full weekly collection regime.

## 2. Report

- 2.1 This report advises the Council of a Petition – Review and Reversion of the Bi-Weekly Bin Collection Policy in Slough – that has been received under the Council’s Petitions Scheme.
- 2.2 Council’s Petition Scheme, inter alia, states that if a petition has, or acquires 1500 valid signatures the issues will be debated at a Full Council meeting (i.e. a meeting to which all elected Members are invited).
- 2.3 The Petition has surpassed the threshold of triggering a debate at full council and contains more than 2000 signatures at the time of writing this report, all of which were submitted online via the e-petition facility on the Council’s website.
- 2.4 The Petition text reads as follows:

‘We the undersigned petition the council to Reversion of the Bi-Weekly Bin Collection Policy in Slough.

Dear Slough Borough Council and all concerned parties,

We, the undersigned residents of Slough, are reaching out with a serious concern regarding the recent alterations to our local waste management services. The newly implemented policy, which dictates an alternating fortnightly collection schedule for red and black bins, rather than our former weekly collection system, has become a point of significant distress for our community. This change has brought about numerous challenges and raised crucial health and environmental concerns that we believe require your immediate attention.

The new policy inadvertently allows waste to accumulate for twice as long as before, leading to a multitude of issues. Residents are increasingly troubled by the unpleasant odours emanating from the piled-up waste, the heightened potential for vermin infestation, and an unmanageable overflow of waste, especially in larger households. These problems, apart from being mere inconveniences, pose a serious threat to public health, while also disrupting the cleanliness and tranquillity of our community.

Moreover, it is worth noting that this new policy could inadvertently incentivize littering and illegal waste disposal due to the lack of capacity to hold two weeks’ worth of waste. This not only tarnishes the aesthetic appeal of our beloved town but also poses an escalating threat to local wildlife and the broader environment.

In our plea for you to reassess this policy change, we would like to draw your attention to the recently published guidance on weekly bin collections by the UK

Government. Local Government Secretary Eric Pickles, in this guidance, debunks several misconceptions that have been used to rationalize the reduction in waste collection services' frequency. He further argues that weekly rubbish collections are among the most tangible services that residents receive in return for their Council Tax and that they rightfully deserve a thorough weekly service.

Mr. Pickles also emphasises that several local authorities, such as Bournemouth Borough Council, Lewes District Council, and Ribble Valley Council, have innovatively maintained weekly collections while also improving their recycling rates. This clearly indicates that it is possible to harmonize effective waste management with eco-conscious practices.

Given this context, we strongly believe that reverting to the weekly bin collection service is not only feasible but also in the best interest of our community. A weekly collection schedule ensures a higher standard of hygiene, aids in maintaining the cleanliness of our streets, provides a more manageable waste disposal system for households, and aligns with the governmental guidance and examples set by other local authorities.

We fully understand the complexities and pressures that the council faces, especially during these challenging times. However, ensuring a clean, safe, and healthy environment is a commitment that must not be compromised. Therefore, we respectfully request that the Slough Borough Council seriously revisit this policy change and consider reinstating the weekly bin collection service.

By signing this e-petition, we collectively lend our voices to this crucial matter. We wholeheartedly thank you for your attention and sincerely look forward to a positive response. Together, let us work towards ensuring a cleaner, healthier, and more environmentally friendly Slough for all residents.'

### **Supporting Information for debate**

- 2.5 The Petition Organiser has been/will be invited to the council meeting to speak on the Petition (up to five minutes) and the Petition will then be discussed by Members of the Council for a maximum of 15 minutes. The Mayor has discretion to extend this time taking account of the degree of public interest in the issue, the level of support given to the petition and the number of elected members wishing to express their views on the subject.
- 2.6 Following this discussion, the Council will need to decide what action to take with regard to the Petition. Where the issue is one on which the Cabinet is required to make the final decision, the Council will decide whether to make recommendations to inform that decision.
- 2.7 The Scheme indicates that the Council's response to a Petition will depend on what a petition asks for and how many people have signed it but may include one or more of the following;
  - Taking the action requested in the Petition;
  - considering the Petition at a Council Meeting;
  - Holding an Inquiry;
  - Commissioning relevant research;
  - Organising a public meeting;
  - Mounting a wider public consultation;

- Meeting with the Petition Organiser or representatives of signatories;
- Providing a written response outlining the Council's views on the subject;
- Referring the issue to the Council's Overview & Scrutiny Committee **OR**
- Referring the issue to the relevant Committee/Cabinet;
- Consulting statutory partners and local service providers;
- Instigating discussions with the voluntary and community sectors; and
- Making representations to Commercial or other Interests.

## 2.8 **Service Information and Background**

- 2.8.1 The Environment Act 2021 gives government new powers to set targets for waste reduction. As a result, local authorities responsible for waste collection have to encourage greater recycling. Targets have not yet been set but authorities are expected to reduce waste and in particular residual waste. Moving to fortnightly collection of residual waste is seen as a way of encouraging recycling.
- 2.8.2 Slough has one of the lowest recycling rates in the country at around 26-27% and its waste is simply incinerated rather than being used to generate electricity.
- 2.8.3 It is challenging introducing bi-weekly residual collection without maintaining a weekly recycling collection and the borough has not been helped by the incinerator operator taking a particularly hard line on contaminated loads despite recyclates going to a MRF.
- 2.8.4 Residents have generally responded well to what is a significant change but there have been issues which the service is addressing particularly around the rejection of bins and the non-collection of side waste.
- 2.8.5 The council is working on further options to help increase recycling and improve the operation of the service particularly by bringing in a pilot food waste collection. which is normally done when introducing a reduced collection regime and increasing the products which the MRF operator will accept at the gate.

## ***3. Implications of the Recommendation***

- 3.1 Financial implications
- 3.1.1 Cabinet on 23<sup>rd</sup> September 2022 approved the adoption of fortnightly bin collections from 26<sup>th</sup> June 2023. This service change proposed a £705k saving (pro-rata £424k) within Environmental Services.
- 3.1.2 The saving of £705k has been included within the Council's MTFs to support the recovery of the Council. A decision to reverse the fortnightly collection service would result in the saving not being made, additional costs for recruitment of staff, continued increase in waste disposal charges and costs associated with a new communication plan.
- 3.1.3 The Council generates approximately 1,500 tons of waste per week which is directly delivered for incineration. This cost is in the region of £6m per annum and needs to be brought down to help deliver future savings in the MTFs.

### 3.2 Legal implications

3.2.1 Slough Borough Council adopted a new petition scheme in July 2010. This Petition meets the criteria listed in the [Council's Petition Scheme](#).

3.2.2 Under the Council's published Petitions Scheme a Petition that contains 1500 signatures triggers a debate at Council.

3.2.3 The decision to move to fortnightly collection was made by Cabinet as an executive function. Full Council has no power to overturn a cabinet decision, therefore if members are minded to make a recommendation in response to the petition this should be referred to Cabinet or an officer to consider. Any decision to change the fortnightly collection arrangements would be made by Cabinet, taking account of all relevant information, including the financial impact of such a decision and the legislative framework for waste collection services.

### 3.3 Risk management implications

3.3.1 The service has to make the new system work in a way that delivers the required savings which requires a reduction in the number of rounds.

### 3.4 Environmental implications

3.4.1 Slough is currently in the bottom quartile for recycling. The expectation of the service is that the recycling percentage will increase steadily from around 25% to closer to 38-40%.

### 3.5 Equality implications

3.5.1 An Equality Impact Assessment (EqIA) was prepared as part of the September 2022 Cabinet decision. The EqIA identified key groups that could be impacted as a result of the service change. This impact has been borne out and the service has been providing the necessary support. This specifically has been around larger families and those with medical needs resulting in greater waste. Further reviews will be undertaken at 3 and 6 month intervals to assess if the intervention and support is helping to address the need from our residents.

## 4. Background Papers and information

- Link to the [Petition](#).

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## Slough Borough Council

<b>Report To:</b>	Council
<b>Date:</b>	28 September 2023
<b>Subject:</b>	Petition titled 'Support the Sale of Property from the Asset Disposal List to the Langley Islamic Centre for Community Development'
<b>Chief Officer:</b>	Pat Hayes, Executive Director, Property and Housing
<b>Contact Officer:</b>	Kunwar Khan, Democratic Services and Scrutiny Manager
<b>Ward(s):</b>	Langley Marish
<b>Exempt:</b>	No
<b>Appendices:</b>	None

### 1. Summary and Recommendations

- 1.1 This report sets out the details of a Petition titled 'Support the Sale of Property from the Asset Disposal List to the Langley Islamic Centre for Community Development' which has been received under the Council's Petitions Scheme.
- 1.2 The Council is invited to review and agree its future course of action in relation to the petition.

#### **Recommendations:**

Following the debate, the Council is asked to resolve what action it wishes to take with regard to the Petition, noting the service officer's recommendation provided below:

Council recommends that the Executive Director of Property and Housing:

1. Initiates in conjunction with other Directors a review of the services delivered from the asset is completed and a decision made on future service delivery utilising less or alternative assets
2. Includes representatives of the Petition Organiser in any stakeholder engagement concerning the asset.
3. Ensures there is wide publication of any intended disposal of the Langley Pavilion such publication to specifically include the Petition Organiser.
4. Includes representatives of the Petition Organiser in any stakeholder engagement with the voluntary and community sector to inform its wider estates strategy.

#### **Commissioner Review**

Commissioners note the petition and that an Estate Strategy is currently being developed that will inform the shape and size of the retained operational portfolio and therefore, the assets that can be released and added to the Asset Disposal

Programme. A Community Asset Transfer (CAT) Policy will also be required, clearly setting out the framework for elected members, council officers and local communities, and provide a consistent and transparent approach to dealing with both applications that can be supported and those applications which are unsuccessful.

## 2. Report

- 2.1 This report advises the Council of a Petition – Support the Sale of Property from the Asset Disposal List to the Langley Islamic Centre for Community Development – that has been received under the Council's Petitions Scheme.
- 2.2 Council's Petition Scheme, inter alia, states that if a petition has, or acquires 1500 valid signatures the issues will be debated at a Full Council meeting (i.e. a meeting to which all elected Members are invited).
- 2.3 The Petition has surpassed the threshold of triggering a debate at full council and contains 2,136 signatures – 382 signatories on the Council's website and 1,754 signatories on a hard copy version.
- 2.4 The Petition text reads as follows:

*Support the Sale of Property from the Asset Disposal List to the Langley Islamic Centre for Community Development.*

*We the undersigned petition the council to request your consideration in allocating a property from the Council's Asset Disposal List to the Langley Islamic Centre.*

*We would like to reiterate that Slough, with its population of more than 50,000 Muslims, is known for its cultural diversity and welcoming environment. This vibrant Muslim community is an integral part of the local social fabric, contributing significantly to the cultural richness and respecting diversity of Slough.*

*For over ten years, the Langley Islamic Centre has served as a beacon of hope, unity, and community support. It has provided essential services such as places of worship, community outreach, promoting festivals, volunteering in health crises and educational resources. Langley Islamic Centre (LIC) has been contributing in delivering these services from rented facilities provided by the Slough Borough Council.*

*However, we find ourselves at a point where the community services and prayer facilities are no longer adequate to cater to the growing needs of our expanding community. The demand for the allocated premises for Langley Islamic Centre is increasing, and the current facilities are not able to fully meet these needs in the current arrangements. Therefore, it is a much needed collective request for your assistance in providing a larger and suitable property for the Langley Islamic Centre so we can serve the community in more organized manner under the charity commission guidelines to help in education, youth activities and guidance for men, women & children with a base in the heart of Langley area.*

*We understand that the normal process for distributing properties from the Council's Asset Disposal List involves competitive bidding. However, considering the non-profit nature of the Centre and the valuable community service it offers, we would like to propose an alternative.*

*We respectfully request that the Council engage in a commercial discussion with the Langley Islamic Centre, based on the Council's and market assessment of the property, rather than initiating a bidding process.*

*This approach would ensure a fair and transparent negotiation process that recognises the Langley Islamic Centre's significant contribution to the community and its unique position as a non-profit organisation. It would also foster a continued strong partnership between the Langley Islamic Centre and the Slough Borough Council.*

*We trust in the Council's conscious commitment to support local communities and we also believe that allocating a property from the Asset Disposal List to the Langley Islamic Centre would significantly benefit the broader community.*

*We look forward to your favourable consideration of this request and thank you in advance for your support.*

- 2.5 Following a service request for clarification, the Petition Organiser have informed that their request to be understood as follows:

*'Langley Islamic Centre (LIC) is currently operating its services including the Friday prayers at Langley Pavilion. We would prefer to engage with SBC in commercial discussions with Langley Pavilion as a priority for LIC. The property is listed in SBC asset disposal list with a book value of £201,500, Risk profile 3, with an estimated completion date of Q3 in 2023. Therefore, we wish to engage with SBC for Langley Pavilion as a preferred choice for the community. LIC has its roots in Langley and would prefer to utilise the funds collected from the people of Langley to acquire an appropriate facility in Langley. However, if SBC has other options locally that will suit the needs of LIC, we can consider that as well. The most suitable for us was the Old Police Station building, which SBC has disposed to a property developer through bidding.'*

## Background

Assets identified for disposal will prior to sale need to be declared surplus. This will require confirmation from the Executive Director of the relevant service area and a Cabinet or Asset Disposal Cabinet Committee decisions will be needed to confirm an asset's status as 'surplus', in order for it to be added to the Asset Disposal Programme.

All disposals will follow this corporate process, with the exception of disposals in accordance with a statutory framework, for example right to buys and academy conversions. As a general principle, all disposals should be on commercial terms and demonstrably evidence that the test in section 123 of the Local Government Act 1972 is met, namely that the disposal is for best consideration reasonably obtainable. Any decision to dispose of an asset for less than best consideration, with the exception of disposals to comply with statutory obligations, should be approved by Cabinet.

In this case part of the asset is leased to a third party and as a consequence the Council cannot at present unilaterally dispose of the property with vacant possession.

## Supporting Information for debate

- 2.6 The Petition Organiser will be invited to the council meeting to speak on the Petition (up to five minutes) and the Petition will then be discussed by Members of the Council for a maximum of 15 minutes. The Mayor has discretion to extend this time taking account of the degree of public interest in the issue, the level of support given to the petition and the number of elected members wishing to express their views on the subject.
- 2.7 Following this discussion, the Council will need to decide what action to take with regard to the Petition. Where the issue is one on which the Cabinet is required to make the final decision, the Council will decide whether to make recommendations to inform that decision.
- 2.8 The Scheme indicates that the Council's response to a Petition will depend on what a petition asks for and how many people have signed it but may include one or more of the following;
- Taking the action requested in the Petition;
  - Considering the Petition at a Council Meeting;
  - Holding an Inquiry;
  - Commissioning relevant research;
  - Organising a public meeting;
  - Mounting a wider public consultation;
  - Meeting with the Petition Organiser or representatives of signatories;
  - Providing a written response outlining the Council's views on the subject;
  - Referring the issue to the Council's Overview & Scrutiny Committee **OR**
  - Referring the issue to the relevant Committee/Cabinet;
  - Consulting statutory partners and local service providers;
  - Instigating discussions with the voluntary and community sectors; and
  - Making representations to Commercial or other Interests.

### **The Recommendation incorporates the following of these options:**

- Considering the Petition at a Council Meeting;
- Mounting a wider public consultation;
- Meeting with the Petition Organiser or representatives of signatories;
- Providing a written response outlining the Council's views on the subject;
- Consulting statutory partners and local service providers;
- Instigating discussions with the voluntary and community sectors; and

## **3. Implications of the Recommendation**

### 3.1 Financial implications

- 3.1.1 Potential loss of additional profit if the asset was to be sold to open market, given the success of auction lots and bidding processes to date.
- 3.1.2 Consideration of income foregone from current occupiers including the costs of lease termination.
- 3.1.3 Additional financial implications would need to be revisited and considered following the outcome of this report.

### 3.2 Legal implications

3.2.1 Slough Borough Council adopted a new petition scheme in July 2010. This Petition meets the criteria listed in the [Council's Petition Scheme](#).

3.2.2 Under the Council's published Petitions Scheme a Petition that contains 1500 signatures triggers a debate at Council.

3.2.3 Disposal of a property asset is an executive function and therefore reserved to Cabinet. Full Council does not have the power to direct Cabinet to take a particular decision on this matter. Therefore if Full Council is minded to make a recommendation, this should be a recommendation to Cabinet. When making a decision, Cabinet must take account of relevant policies, its legal duties and in particular its duties under s.123 of the Local Government Act 1972 and the financial implications of any decision. Any decision to dispose of an asset at less than best consideration reasonably obtainable is reserved to Cabinet.

### 3.3 *Risk management implications*

3.3.1 At this stage the only known risks are potentially reputational. As the property is currently leased; in part; any disposal is currently on hold and further risks; if any; will be assessed when the asset is ready to be disposed, if it is agreed that the asset is to be disposed.

### 3.4 *Environmental implications*

3.4.1 No environmental implications have been identified as a direct result of this report

### 3.5 *Equality implications*

3.5.1 The asset is not used for operational or direct service delivery by the Council. There are no identified equality implications with the proposed future disposal of this site.

## **Background papers and information**

- [Petition](#).

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**Slough Borough Council**

<b>Report To:</b>	Council
<b>Date:</b>	28 September 2023
<b>Subject:</b>	Revised Terms of Reference for the Slough Wellbeing Board
<b>Chief Officer:</b>	Stephen Taylor, Monitoring Officer
<b>Contact Officer:</b>	Kunwar Khan, Democratic Services & Scrutiny Manager
<b>Ward(s):</b>	All
<b>Exempt:</b>	NO
<b>Appendices:</b>	Appendix A – Terms of Reference with Track Changes Appendix B – Terms of Reference with additional changes highlighted

**RECOMMENDATION OF THE MEMBER PANEL ON THE CONSTITUTION FROM ITS MEETING HELD ON 7<sup>TH</sup> SEPTEMBER 2023**

**1. Summary and Recommendations**

- 1.1 This report sets out proposed amendments to the Terms of Reference for the Slough Wellbeing Board. The proposed amendments were considered by the Member Panel on the Constitution at its meeting of 7 September 2023.

**Recommendation:**

That the proposed amendments to the Terms of Reference be approved.

**Reason:**

To ensure that the Wellbeing Board can fulfil its statutory responsibilities and contribute to achieving better health outcomes for the residents of Slough.

**Commissioner Review**

The Commissioners are content with the recommendations in this report.

**2. Report**

2.1 The Health & Care Act 2022 introduced new governance arrangements for the NHS nationally and locally and changes to partnership arrangements to enable greater integration with the NHS and collaboration between the NHS and social care.

2.2 Along with local authorities (LAs) and the NHS, HWBs (Health & Wellbeing Boards) have a duty to improve the health of the population and to reduce health inequalities. Since their inception in 2013 HWBs have continued to play an important statutory role in

instilling mechanisms for joint working across health and care organisations and setting strategic direction to improve the health and wellbeing of people locally.

2.3 Health & Wellbeing Boards have needed to evolve and adapt to operate within this new context and collaborate with the Integrated Care Board and the Integrated Care Partnership leaders to ensure effective working.

2.4 Updating the Board's TOR to incorporate recent legislative changes will also enable Slough's strategic priorities that relate to health to be championed within health & wellbeing partners to ensure delivery against these priorities.

2.5 All current Board members, which includes the Leader of the Council, the Director of Public Health, the Executive Director People (Children), the Executive Director People (Adults), Chair of the NHS Frimley Integrated Care Board (Slough Locality), NHS Frimley Integrated Care Board Accountable Officer, a representative of Healthwatch Slough, and a representative of the Frimley Health NHS Foundation Trust have been consulted regarding the proposed changes and are supportive.

2.6 The Member Panel on the Constitution has also been consulted and is supportive of the proposed changes. However, three of the four Panel members expressed the view that consideration should be given to extending voting rights to the Youth Parliament representative for the following reasons:

- i. it would provide democratic accountability as the Youth Parliament (YP) has a mandate from the young people of Slough;
- ii. the Panel noted that the Lead Member for Children was no longer a member of the Board. Giving voting rights to the YP representative would ensure that the needs of children and young people were voiced and considered;
- iii. it was important to encourage and support young people in Slough to engage with civic life.

2.7 The proposed changes to the terms of reference have been drafted to reflect new governance, operational and other requirements and to incorporate changes in nomenclature. These are shown as track changes in **Appendix A**. A second version at **Appendix B**, includes additional amendments proposed by legal and was approved by the Member Panel on the Constitution.

### **Options considered**

The revisions to the Terms of Reference are required to ensure that the Board can fulfil its statutory responsibilities.

## **3. Implications of the Recommendation**

3.1 Financial – There are no financial implications directly resulting from the recommendations of this report.

3.2 Legal - There are no legal implications directly resulting from the recommendations of this report.

3.3 Risk Management - The risk of not having a fully functional HWB would negatively impact achieving the Council's strategic priority of 'helping residents live more independent, healthier and safer lives'.



3.4 Human Rights Act and Other Legal Implications - There are no direct legal implications. The specific activity in the Wellbeing Strategy and other plans may have legal implications which will be brought to the attention of the Council separately. There are no Human Rights Act Implications.

3.5 Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report.

#### **4. Background Papers**

None

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**SLOUGH HEALTH AND WELLBEING BOARD  
TERMS OF REFERENCE**

(Last Updated ~~July 2023~~<sup>4</sup>May 2023)



**1. Purpose and objectives**

1.1 The Slough Health and Wellbeing Board (the Board) will act as a high level strategic partnership for the Borough. It will aim to strengthen partnership working across the borough to maximise resources and make a positive impact on the health and wellbeing of the people of Slough. This will include a focus on opportunities for co-commissioning between partners and co-production with the local population.

1.2 The Board will carry out the statutory functions of Health and Wellbeing Board as set out in the Health and Social Care Act 2012 and all other relevant statutory provision, including:

- To prepare and publish a Joint Strategic Needs Assessment for Slough.
- To prepare and publish a Joint Health and Wellbeing Strategy for Slough.
- ~~To provide support and constructive challenge to give its opinion to the East Berkshire Clinical Commissioning Group NHS Frimley Integrated Care Board as to whether~~ NHS Frimley Integrated Care Board ~~their~~ on Commissioning Plans ~~adequately reflect the current Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy.~~
- ~~To comment on the sections of the East Berkshire Clinical Commissioning Group's NHS Frimley Integrated Care Board's Annual Report which describe the extent of and~~ their contribution to the delivery of the Joint Health and Wellbeing Strategy.
- ~~To give its opinion, as requested by~~ respond to requests from ~~the NHS Commissioning Board NHS England,~~ on ~~East Berkshire Clinical Commissioning Group's NHS Frimley Integrated Care Board's level of~~ engagement with the Board, ~~and on the Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy.~~
- To encourage ~~persons who arrange for the provision of health and/or social care services in the area to~~ work in an integrated manner for the purpose of advancing the health and wellbeing of the area.
- To work with partners to identify opportunities for future joint commissioning.
- ~~To lead on the signing off of~~ review the Better Care Fund Plan.
- To publish and maintain a Pharmaceutical Needs Assessment.
- To give its opinion to the Council on whether it is discharging its duty to have regard to any Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy prepared in the exercise of its functions.
- To exercise any Council function which the Council delegates to it.
- To ensure that strategic issues arising from Slough's Adult Safeguarding Board and Local Safeguarding Children's Board inform the work of the Board.

## Appendix A- Terms of Reference with Track Changes

- ~~To receive the annual Safeguarding reports from the Slough's Adult Safeguarding Board, and Local Safeguarding Children's Board and The Health Protection and Committee Forum and ensure that partners respond to issues pertinent to the Board.~~
- To receive an annual update from other partnerships involved in health and wellbeing such as- the Community Safety Partnership and the Combatting Drugs Partnership and ensure that partners respond to pertinent issues. pertinent to the board.

## 2. Membership

2.1 Board members will be required to represent their organisation with sufficient seniority and influence for decision making. The membership of the Board will consist of:

- The Cabinet Member for Social Care and Public Health
- The Cabinet Member for Children's Services, Lifelong Learning & Skills
- The Chief Executive of Slough Borough Council
- The Chief Executive of Slough Children First
- The Executive Director of People (Adults) – Slough Borough Council
- The Executive Director of People (Children) – Slough Borough Council
- The Director for Public Health – Slough Borough Council (Berkshire East)
- A representative of the NHS Frimley Collaborative Clinical Commissioning Group Integrated Care Board – Slough Locality
- A Frimley Health NHS Foundation Trust Representative
- ~~Executive Place Convener for Slough at the ICS~~
- A representative of Housing – Slough Borough Council
- A representative of Slough Healthwatch
- The Local Police Area Commander
- A representative of the Royal Berkshire Fire and Rescue Service
- A representative of Slough's voluntary and community sector
- A representative of Slough's Youth Parliament
- A representative from the Slough Jobcentre (Department of Work and Pensions)
- Two local business representatives
- Other members appointed by the Board or the Leader of the Council after consultation with the Board
- The board may eCo-opted additional members for special purposes.

2.2 The two local business representatives will be appointed for a period of two years. No business representative shall be appointed for more than two consecutive terms.

2.3 The Board will keep membership under review and make recommendations to Council as required.

2.4 **Membership of the Board will be reviewed annually.**

## Appendix A- Terms of Reference with Track Changes

- 2.5 The Chair of the Board will be required to hold a named delegate list for Board representatives including deputies.
- 2.6 Where any member of the Board proposes to send a substitute to a meeting, that substitute's name shall be properly nominated by the relevant 'parent' person/body, and submitted to the Democratic Services Officer in advance of the meeting. The substitute shall abide by the Code of Conduct.
- 2.7 Board members are bound by the same rules as Councillors, including submitting a Register of Interests.
- 2.8 The following are disqualified from being a Board Member:
- a) Any person who is the subject of a bankruptcy restriction order or interim order; and
  - b) Any person who has within five years before the day of being appointed or since his or her appointment has been convicted in the United Kingdom, the Channel Islands or the Isle of Man, of any offence and has had passed on them a sentence of imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine.

### Election of Chair and Vice-Chair

- 2.9 Each year, the Board will appoint its own Chair and Vice Chair who must be voting members of the Board. In the absence of the Chair or the Vice Chair the Board shall elect a Chair for that meeting from the members present.

### Resignation

- 2.10 Non statutory Members may resign by giving written notice to the Chair.

### Members' roles and responsibilities

- 2.11 All members of the Board will commit to the following roles, responsibilities and expectations:
- a) Commit to attending the majority of meetings;
  - b) Uphold and support Board decisions and be prepared to follow through actions and decisions obtaining the necessary financial approval from their organisation for the Board proposals and declaring any conflict of interest;
  - c) Be prepared to represent the Board at stakeholder events and support the agreed consensus view of the Board when speaking on behalf of the Board to other parties;
  - d) Champion the work of the Board in their wider networks and in community engagement activities;
  - e) Participate in Board discussion to reflect views of their partner organisations, being sufficiently briefed to be able to make recommendations about future policy developments and service delivery; and

## Appendix A- Terms of Reference with Track Changes

- f) Ensure there are communication mechanisms in place within the partner organisations to enable information about the priorities and recommendations of the Board to be effectively disseminated.

### 3. Working arrangements

- 3.1 The Slough [Health and Wellbeing](#) Board is a committee of the Council and will adhere to the Constitutional requirements of the Council affecting committees unless alternative provision is made within these terms of reference or the law.
- 3.2 The Board shall schedule meetings at least ~~four~~<sup>six</sup> times a year.
- 3.3 The Board will meet in public and comply with the Access to Information procedures.
- 3.4 The filming/recording of all public meetings is allowed in accordance with the Council's Constitution.
- 3.5 The Board will hold ad-hoc meetings, workshops and development sessions throughout the year as and where appropriate.
- 3.6 Decision-making will be achieved through consensus reached amongst those members present. Where a vote is required decisions will be reached through a majority vote of voting members; where the outcome of a vote is impasse the Chair will have the casting vote.
- 3.7 All members have an equal vote.
- 3.8 Meetings will be deemed quorate if at least one third of members are present and in no case shall the quorum for the Board be less than 5. If the number of members increases this will need to be reviewed. Where a meeting is inquorate those members in attendance may meet informally but any decisions shall require appropriate ratification at the next quorate meeting of the Board.
- 3.9 The Board will produce an Annual Report which will be shared with all member organisations and published on the Council's website.

### 4. Relationship to other partnership groups

- 4.1 A network of partnerships groups is already in place which will act as the vehicle for the delivery of the Slough [Health and Wellbeing](#) Strategy. The Board will coordinate activity between these and any new groups, to make the best use of resources in achieving common outcomes.
- 4.2 The Board may establish sub groups or Task and Finish groups to help it undertake its statutory and strategic functions.
- 4.3 The Board may ask for regular reports from the other partnership groups, at least annually, highlighting any areas the Board may be able to support.

## Appendix A- Terms of Reference with Track Changes

- 4.4 For the avoidance of doubt these groups are not sub committees of the Council.
- 4.5 The Board will not exercise scrutiny duties around health and adult social care directly. This will remain the role of the relevant Slough Borough Council's Scrutiny Panel. Decisions taken and work progressed by Slough Wellbeing Board will be subject to scrutiny by the Council's Scrutiny Panels.
- 4.6 The Wellbeing Board will be renamed the Health and Wellbeing Board and will be referred to as such henceforth.
- 5. These terms of reference will be reviewed annually and will require the approval of the full Council.**

<sup>1</sup> *The Board does not have to comply with Part 4.1 rule 7 of the Council's Constitution.*

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## Appendix B – Terms of Reference with additional amendments highlighted

<p>Health and Wellbeing Board</p> <p>Voting membership</p> <ul style="list-style-type: none"> <li>• Lead Member for Children’s Services</li> <li>• Lead Member for Social Care and Public Health</li> <li>• Other members nominated by the Leader and approved by the Council</li> <li>• Chair of the NHS Frimley Integrated Care Board (Slough Locality) (or other nominated representative)</li> <li>• NHS Frimley Integrated Care Board Accountable Officer</li> <li>• Representative of Healthwatch Slough</li> <li>• Representative of the Frimley Health NHS Foundation Trust</li> </ul> <p>Non-voting membership</p> <ul style="list-style-type: none"> <li>• Chief Executive of Slough Borough Council</li> <li>• Chief Executive of Slough Children First (SCF)</li> <li>• Executive Director of People (Adults)</li> <li>• Executive Director of People (Children) – if different from Chief Executive of SCF</li> <li>• Director of Public Health for</li> </ul>	<p>The Health and Wellbeing Board is a Committee of the Council and set up under the Health and Social Care Act 2012. Full Council can choose to delegate additional functions to the Health and Wellbeing Board. These functions will be explicitly referred to in these terms of reference.</p> <p><b>Purpose of the Board:</b></p> <p>The Board has three main functions:</p> <ol style="list-style-type: none"> <li>1. To assess the needs of the local population and lead the statutory joint strategic needs assessment;</li> <li>2. To provide collective leadership to improve health and wellbeing across Slough, enabling shared decision making and ownership of decisions in an open and transparency way.</li> <li>3. To identify key priorities for health and local government commissioning, including joint commissioning and develop clear plans for best use of combined resources.</li> </ol> <p>The purpose of the Board is to improve the health and wellbeing of the residents of Slough and reduce inequalities in outcomes. The Board will hold partner agencies to account for delivering improvements to the provision of health, adult and children’s services social care and housing services.</p> <p>The Board will not conduct overview and scrutiny functions in relation to health, these will be performed by the Council’s Corporate Improvement Scrutiny Committee.</p> <p><b>Key Responsibilities</b></p> <ul style="list-style-type: none"> <li>• To prepare and publish a Joint Strategic Needs Assessment (JSNA) for Slough.</li> <li>• To prepare and publish a Joint Health and Wellbeing Strategy (JHWS) for Slough.</li> </ul>	<p>Officers may exercise delegation in accordance with a Scheme of Delegation agreed by the Board or by specific delegation agreed by the Board on a case by case basis. The delegation can only by to a single named officer of Slough Borough Council and the significant officer decision process as set out in the Council’s Scheme of Delegation to Officers must be followed.</p>
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## Appendix B – Terms of Reference with additional amendments highlighted

<p>Slough Borough Council</p> <ul style="list-style-type: none"> <li>• Local Police Area commander or other nominated representative</li> <li>• Chief operating officer of NHS Frimley Integrated Care Board</li> <li>• Nominated officer for Slough Borough Council housing service</li> <li>• Representative of Royal Berkshire Fire and Rescue Service</li> <li>• Representative of Slough's voluntary and community sector</li> <li>• Representative of Slough's Youth Parliament</li> <li>• Representative of the Slough Jobcentre (Department for Works and Pensions)</li> <li>• Two local business representatives</li> </ul> <p>In addition the board may invite representatives from key providers on a topic by topic basis. These individuals will not be members of the board, but will have the right to participate in the debate and ask questions at the discretion of the Chair.</p> <p>Voting rights:</p>	<ul style="list-style-type: none"> <li>• To provide support and constructive challenge to give its opinion to the NHS Frimley Integrated Care Board (ICB) on commissioning plans and their contribution to the delivery of the JHWS.</li> <li>• To respond to requests from the NHS England on ICB's level of engagement with the Board.</li> <li>• To encourage work in an integrated manner for the purpose of advancing the health and wellbeing of the area, including supporting the participation of the community and voluntary sectors, and other non-statutory agencies in the delivery of health and social care outcomes as a shared endeavour.</li> <li>• To work with partners to identify opportunities for future joint commissioning. <ul style="list-style-type: none"> <li>• To work with the ICB and Integrated Care Partnership to adopt a set of principles to develop effective relationships, including responding to consultation by the ICB and health partners on preparing or revising their 5 year forward plan and by the ICB on its annual report</li> </ul> </li> <li>• To review and sign off the Better Care Fund Plan.</li> <li>• To publish and maintain a Pharmaceutical Needs Assessment.</li> <li>• To give its opinion to the Council on whether it is discharging its duty to have regard to any Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy prepared in the exercise of its functions. <ul style="list-style-type: none"> <li>• To respond to consultation by NHS England on the ICB's contribution to the delivery of the JHWS.</li> <li>• To consider the ICB and health partners' joint capital resource use plan to inform how to align local priorities and provide consistency with strategic aims and plans.</li> </ul> </li> <li>• To ensure that strategic issues arising from Slough's Adult Safeguarding Board and Local Safeguarding Children's Board inform the work of the Board. <ul style="list-style-type: none"> <li>• To consider opportunities for cross boundary workings with other health and wellbeing boards where appropriate to ensure effective</li> </ul> </li> </ul>	
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**Appendix B – Terms of Reference with additional amendments highlighted**

<p>Voting members of the Board will be subject to the Council’s Code of Conduct for Members, including the requirement to complete a register of interests and declare interests.</p> <p>Voting members may appoint named substitutes who may attend as voting members in the place of the named member.</p> <p>Decisions will be made on the basis of a show of hands of a majority of voting members present. The Chair will have a casting vote.</p> <p>A named representative of NHS England will join the Board to help in the preparation of the Joint Strategic Needs Assessment of Joint Health and Wellbeing Strategy.</p> <p>Chair:</p> <p>The Chair will be an elected member of Slough Borough Council. If the Chair is not appointed at Full Council, the Board can vote to appoint a Chair at its first meeting.</p> <p>The Vice-Chair will be an ICB member of the Board.</p> <p>If neither the Chair or Vice-Chair are present, the Board may appoint a Chair to preside over that meeting from amongst the voting members of the Board.</p>	<p>commissioning decisions that deliver value for money in support of improved outcomes and to work collaboratively with the Integrated Care Partnership in the preparation of the system-wide integrated care strategy.</p> <ul style="list-style-type: none"> <li>To produce an annual report which will be shared with all member organisations and published on the Council’s website.</li> </ul> <p>Sub-committees</p> <p>The Board may establish a sub-committee, but its terms of reference must be approved by full Council and includes in this part of the Constitution.</p> <p>The Board may set up working groups and task and finish groups to assist with its functions. These groups will have no decision-making powers.</p> <p><b>Information requests</b></p> <p>The Board may ask for information and reports from each of its member organisations and statutory partnerships.</p>	
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**Appendix B – Terms of Reference with additional amendments highlighted**

<p>The Board is bound by the Council's Constitution and procedure rules, except where these rules are contrary to the statutory requirements of the Board or are contrary to these terms of reference.</p> <p>Quorum</p> <p>Meetings will be deemed quorate is at least one third of voting members are present, however there must be attendance of at least one voting member from both the Council and the NHS Frimley Integrated Care Board.</p> <p>Frequency of Meetings</p> <p>The Board shall meet a minimum of three and a maximum of four times a year.</p>		
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**Slough Borough Council**

<b>Report To:</b>	<b>Council</b>
<b>Date:</b>	28 September 2023
<b>Subject:</b>	Recommendation of the Cabinet from its meeting held on 18 <sup>th</sup> September 2023:  Updated Corporate Plan
<b>Lead Member:</b>	Leader of the Council
<b>Chief Officer:</b>	Sarah Hayward, ED Strategy & Improvement
<b>Contact Officer:</b>	Dean Tyler, AD Strategy
<b>Ward(s):</b>	All
<b>Exempt:</b>	NO
<b>Appendices:</b>	A – Draft Corporate Plan 2023-27 B – Slough Insights Pack C – Consultation results summary D – Equality Impact Assessment

**1. Summary and Recommendations**

- 1.1 To consider the recommendation of the Cabinet from its meeting held on 18<sup>th</sup> September 2023 to approve an updated corporate plan (Appendix A), following the recent public consultation.

**Recommendations:**

Council is recommended to agree the Corporate Plan attached at Appendix A.

**Reason:**

Developments in the council's recovery and improvement programme, and newly available evidence and datasets, present an opportunity to revisit the council's purpose, approach and strategic priorities, as expressed in its current corporate plan. The council is at the start of a new 4-year period following the elections and having a new corporate plan setting out the council's overall vision and priorities will ensure an appropriate strategic focus throughout this term.

**Commissioner Review**

Commissioners have reviewed this report and feedback has been incorporated.

## 2. Report

### Introductory paragraph

2.1 The updated corporate plan (Appendix A) lays out proposals for the council's core purpose, its approach and an updated set of strategic priorities, which develop upon those set out in the current plan *Doing right by Slough*. The consultation on the draft corporate plan concluded on 7<sup>th</sup> August, with the majority of respondents supporting the proposed council purpose, approach and priorities. Further feedback from respondents has been incorporated into the updated plan.

### Options considered

- a) Do nothing – maintain the current corporate plan *Doing right by Slough* – this is not recommended as it does not take account of the most up to date insights resulting from the 2021 Census, nor was it subject to public consultation.
- b) Agree for the updated corporate plan to be sent to Full Council for consideration and approval – **recommended**. The draft updated corporate plan reflects the latest data on Slough's population and has been subject to engagement with residents and other stakeholders. It also reflects progress which has been made since the current plan was approved.

### Background

2.2 In May 2022, the council approved its new corporate plan for 2022-25 – 'Doing Right by Slough', which incorporated the recovery and improvement plan the council was required to produce in accordance with the Government's Directions. The plan, in its essence, has two core components:

- Four new strategic priorities, which replaced the previous plan's priority outcomes.
- Seven recovery themes, which sought to incorporate the Government directions and provide a structure for the council's improvement.

Service planning was subsequently undertaken against this framework.

2.3 There are several factors which present the council with an opportunity to produce the next iteration of this plan:

- There have been significant developments in the council's recovery and improvement programme over the past year, and changes in emphasis since the creation of the seven recovery themes, and the authority now has a far better understanding of the work needed to recover;
- A new executive leadership team is now in place;
- The council has moved to four-yearly elections and a new political administration is in place. It is common for councils to align their corporate plans to this cycle (current corporate plan covers 2022-25).

- 2.4 The Office for National Statistics (ONS) has also released data from the 2021 Census – the first up to date population data the council has had for 10 years - which presents an opportunity for SBC to review its strategic priorities based upon the latest available evidence. This data, and further key sources of information, have been distilled into a *Slough Insights* pack (Appendix B), which provides an evidence base for the refresh of the corporate plan. Better use of evidence in decision making is also one of the Government’s directions.
- 2.5 Highlights from the Insights Pack were shared with senior managers at a workshop on 28<sup>th</sup> February and then at staff roadshows in March. Key challenges for Slough identified from the data include:
- Health inequalities;
  - A very young population;
  - Comparatively high levels of deprivation;
  - Increasing levels of overcrowding;
  - High rates of unemployment / economic inactivity;
  - High levels of homelessness;
  - High numbers of Children in Need;
  - A substantial income gap between residents and all those who work in Slough; and
  - High levels of crime.
- 2.6 The workshop also reviewed emerging areas of pressure and challenge within service areas, to identify further priorities that were not included in *Doing right by Slough*, or that need greater emphasis. These included:
- Sustainability & climate change adaptation;
  - Protecting and supporting vulnerable adults;
  - Engaging young people in the community and on decisions affecting them;
  - The affordability and quality of housing in Slough; and
  - Economic development and engagement with businesses.
- 2.7 In January and February, the Local Government Association (LGA) conducted fieldwork on SBC’s behalf with residents, using questions that were also asked in the national Residents Satisfaction Survey. This has highlighted key concerns regarding the public’s confidence and trust in the council, which will need to be addressed in the corporate plan:
- 30% of Slough respondents said they were very or fairly satisfied with the way SBC runs things compared to 60% of national respondents.
  - 21% of Slough respondents strongly agreed or tended to agree that SBC provides value for money compared to 46% of national respondents who strongly agreed or tended to agree that their council provides value for money.
  - 28% of Slough respondents said that SBC acts on their concerns to a great deal or a fair amount compared to 52% of national respondents.
  - 25% of Slough respondents said that they trust Slough Council a great deal or a fair amount compared to 59% of national respondents.

2.8 A proposed structure for the refreshed corporate plan was then developed comprising three key elements:

- **Our purpose:** this section provided the overall driving focus and vision for the council: *Closing the healthy life expectancy gap, by focussing on children*. This reflects the fact that Slough has poor healthy life expectancy compared to neighbouring areas and one of the youngest populations in the country. A child's early development and experiences play a key role in determining future health and wellbeing, and the council and its partners can together influence the wider determinants of health.
- **Our approach:** this section further developed the recovery themes established in *Doing right by Slough* and picked up the issues identified from the Residents Survey. It describes the type of council we wish to be, our values, how we will work and our relationship with residents:
  - Resident focussed;
  - Providing financial sustainability;
  - Enabling residents and communities;
  - Strengthening partnerships; and
  - Building trust.
- **Our priorities:** the strategic priorities of *Doing right by Slough* were retained, though updated to take account of the new council purpose and the further challenges that have been identified in the data and evidence:
  1. A borough for children and young people to thrive;
  2. A town where residents can live healthier, safer and more independent lives; and
  3. A cleaner, healthier and more prosperous Slough.

2.9 This draft structure was approved by Cabinet on 19<sup>th</sup> June to go out for a 6-week period of public consultation, to gather feedback on this draft structure. The consultation launched on 26<sup>th</sup> June and ran until 7<sup>th</sup> August via its online Citizen Space platform. The consultation was promoted by the council via social media, and was shared with and promoted by a number of local groups, including:

- Slough Council for Voluntary Service
- Slough Poverty Forum
- Slough Co-Production Network
- Slough Residents Board
- Aik Saath
- Slough Borough Council Staff (via Insite)

2.10 In addition to the online consultation submissions, one respondent submitted comments via the consultation email address. These comments were loaded onto the Citizen Space platform for analysis.



2.11 There were 169 responses in total. Respondents were asked to state the extent to which they agreed with the elements of the draft structure set out in section 2.8. A breakdown of the results is included in appendix C; overall there was support for all elements of the plan, with the following proportions either agreeing or strongly agreeing:

- Our purpose: Closing the life expectancy gap by focusing on children – 52.7%
- Our approach: Resident Focussed – 64.5%
- Our approach: Providing Financial Sustainability – 68.1%
- Our approach: Enabling Residents and Communities – 60.4%
- Our approach: Strengthening Partnerships – 59.17%
- Our approach: Building Trust – 64.5%
- Our priorities: 1. A borough for children and young people to thrive – 66.9%
- Our priorities: 2. A town where residents can live healthier, safer and more independent lives – 72.7%

Our priorities: 3. A cleaner, healthier and more prosperous Slough – 74.0%

2.12 Respondents also had the opportunity to comment on the plan in their own words, and express their views on what should be included. The table below shows the top 10 themes raised by respondents, sub-themes and the number of residents who raised them. A brief summary of how these themes relate to the updated corporate plan is also included.

Theme, Sub-themes	SBC Updated Corporate Plan
<p>SBC culture and behaviours - 45</p> <ul style="list-style-type: none"> <li>• Trust - 22</li> <li>• Being active / present in community - 17</li> <li>• Customer service - 8</li> <li>• Respect for residents - 4</li> <li>• Greater ambition - 1</li> </ul>	<p>The new corporate plan builds on the previous plan's commitments to improve our culture as an organisation, and the approach section sets out the type of organisation we wish to be.</p> <p>Building trust is one of the key aspects of this approach, and this section describes how we will seek to restore confidence in SBC.</p> <p>We will be active and present in the community – and the corporate plan includes commitments to build community capacity and develop platforms that allow our community to shape Slough's future.</p> <p>A further key aspect of this new approach is being resident focussed, and the updated plan now includes further commitments to improving response times and customer service.</p>
<p>Children &amp; young people - 39</p> <ul style="list-style-type: none"> <li>• Youth centres &amp; activities - 10</li> <li>• Education and school facilities - 9</li> <li>• Support for parents - 8</li> <li>• Children's centres - 6</li> <li>• Special Educational Needs and Disabilities - 5</li> <li>• Play areas - 5</li> <li>• Youth participation - 3</li> <li>• Children's mental health - 3</li> <li>• Children's social services - 1</li> </ul>	<p>Children and young people are a key focus of the new corporate plan – both in the overall purpose section and the priorities.</p> <p>The council's first strategic priority is to work towards a borough where children and young people can thrive. There are further commitments to:</p> <ul style="list-style-type: none"> <li>• Providing quality services for vulnerable children and those with special educational needs and disabilities (SEND)</li> <li>• Improving outcomes for disadvantaged children and young people</li> <li>• Tackling high rates of child obesity</li> <li>• Increasing children and young people's participation in decisions that affect them and in shaping the future of Slough</li> </ul> <p>SBC will also be working with partners to develop a Children and Young People's plan, which will provide more detail on how we will work together to improve outcomes, and address the themes raised here.</p>

<p>Town image - 36</p> <ul style="list-style-type: none"> <li>• Cleanliness &amp; litter - 22</li> <li>• Town centre / high street - 13</li> <li>• Retail - 4</li> </ul>	<p>The updated corporate plan recognises the impact of the environmental quality and the quality of public spaces on a persons' health and wellbeing.</p> <p>The corporate plan includes a commitment under the third strategic priority to provide 'clean, quality public spaces and working with developers to deliver a modern town centre for future generations.</p>
<p>Crime and Community Safety - 27</p> <ul style="list-style-type: none"> <li>• Drugs &amp; alcohol misuse - 11</li> <li>• Antisocial behaviour - 8</li> <li>• Violence and knife crime - 2</li> </ul>	<p>The corporate plan includes a commitment to 'improving community safety and tackling anti-social behaviour – providing a safer town to grow-up' and recognises the impact of community safety on a person's wellbeing.</p> <p>The Slough Wellbeing Board is currently also developing a new action plan, which will include a greater focus on substance misuse and alcohol related conditions.</p> <p>The council will also be working with partners to strengthen the Safer Slough Partnership.</p>
<p>Financial management - 24</p>	<p>The new corporate plan recognises that SBC must continue to demonstrate tangible progress towards our recovery if we are able to effectively deliver for our residents and achieve our strategic objectives for the town.</p> <p>Providing financial sustainability is a key pillar of the new 'approach' for the council set out in the plan, which includes commitments to live within our means, balance our budget and be honest and open about the difficult decisions that we will need to make.</p>
<p>Health &amp; wellbeing - 20</p> <ul style="list-style-type: none"> <li>• Health centres - 8</li> <li>• Obesity - 7</li> <li>• Mental health - 3</li> </ul>	<p>Improving healthy life expectancy is central to the new purpose for the council set out in the new corporate plan and is woven throughout all three strategic priorities.</p> <p>We will be working with partners on the Slough Health &amp; Wellbeing Board to develop a new action plan, to deliver rapid progress.</p> <p>As part of this plan, we will be seeking to co-host a summit on tackling obesity, to bring partners and the community together to tackle this important issue.</p>

<p>Waste collection - 19</p>	<p>The comments in this theme primarily related to the recent change to collecting refuse and recycling waste on alternate weeks.</p> <p>[Response to summarise response to petition on waste collection also going to Full Council on 28<sup>th</sup> September]</p> <p>Please also see above on response to comments relating to the theme of 'Town image'.</p>
<p>Vulnerable adults - 19</p> <ul style="list-style-type: none"> <li>• Elderly residents - 18</li> <li>• Disabled residents – 3</li> </ul>	<p>Given the borough's specific demographic profile, and the history of intervention in children's services in Slough, the council feels that a specific focus on children and young people is important to addressing the challenges Slough faces.</p> <p>However, the corporate plan does include a commitment to support residents to be as independent as possible, whilst providing quality services for the most vulnerable adults. Maximising independence, confidence and capacity for self-management has been demonstrated to enable people to live the life they want, stay independent at home for longer and reduce the need for emergency and statutory services.</p>
<p>Housing - 14</p> <ul style="list-style-type: none"> <li>• Housing availability - 10</li> <li>• Housing quality - 10</li> <li>• Social housing services - 3</li> </ul>	<p>The corporate plan recognises the important role played by housing in determining a person's health and wellbeing.</p> <p>The plan includes a commitment prioritising 'affordable, safe and healthy homes – improving the quality of council housing stock and the private rented sector'.</p> <p>SBC is currently also developing a new Housing Strategy, which will provide further detail on the action the council will be taking in this area.</p>

<p>Growth - 9</p> <ul style="list-style-type: none"> <li>• Employment &amp; skills - 8</li> <li>• Local economy - 2</li> </ul>	<p>The corporate plan includes a commitment to 'engaging with businesses to create new employment opportunities for Slough families and routes to upskill'.</p> <p>Over the coming months the council will look to form new alliances with businesses to tackle skills gaps, and the council is currently developing a new economic development strategy, which will provide further detail on the action SBC will be taking in this area.</p>
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- 2.13 The updated corporate plan includes further detail on the following, compared to the version that was submitted for consultation:
- The council's recovery and improvement
  - Evidence for why the selected priorities are necessary to deliver on the council's purpose
  - The Key Performance Indicators (KPIs) against which the council's performance in delivering our priorities will be determined
  - The council's equality commitments
- 2.14 Service delivery plans are currently being developed, which will capture further detail on how the council will look to implement the plan for the remainder of the 2023-24 municipal year.
- 2.15 The council's performance against the KPIs included in the plan, alongside further corporate health indicators, will be included in the council's Corporate Management Information Scorecard, which is reviewed by CLT and the council's Improvement and Recovery Board monthly.
- 2.16 The council's performance against these measures will also be presented to Cabinet on a quarterly basis, starting from October 2023, and a report on progress against the corporate plan will be presented to Full Council annually.
- 2.17 Further work to implement and measure delivery and success of the corporate plan will come through appropriate council governance.

### **3. Implications of the Recommendation**

#### *3.1 Financial implications*

- 3.1.1 The refreshed Corporate Plan will retain the commitments in *Doing Right by Slough* to financial prudence and providing best value. The MTFs and the Council's Corporate plan have to be fully aligned and the delivery of the plan will need to be in line with approved budgets. Resources also therefore need to be prioritised and aligned with the commitments within the plan
- 3.1.2 The plan states that SBC will 'build on our work to provide financial sustainability for the council and embed good practice for local government: living within our means, balancing our budget and being honest and open about the difficult decisions that we will need to make over the coming years.'
- 3.1.3 24 respondents to the consultation made comments relating to the importance of good financial management – see appendix C, section 3b.

#### *3.2 Legal implications*

- 3.2.1 Whilst there is no legal requirement to adopt a corporate plan, it is considered good practice and Article 4 of the Council's Constitution includes the corporate plan as a policy which should be approved by a resolution of Full Council.
- 3.2.2 The council has a duty under section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Local authorities are under a duty to consult representatives of a wide range of local persons, including council tax payers, service users and those appearing to have an interest in any of the local authority's functions. The results of the consultation should be taken into account and inform the final version of the corporate plan. The draft updated best value guidance sets out best value themes. In relation to continuous improvement, it is recommended that there is an organisational-wide approach to this, with frequent monitoring, performance reporting and updating of the corporate and improvement plans. Under Leadership, it is recommended that the corporate plan is evidence based, current, realistic and enables the whole organisation's performance to be measured and held to account. Under service delivery, it is recommended that service plans are clearly linked to a local authority's priorities and strategic plans.
- 3.2.3 The CIPFA/SOLACE Delivering Good Governance in Local Government Framework – 2016, includes "Defining outcomes in terms of sustainable economic, social, and environmental benefits" as a key principle necessary for good governance. It states that the long-term nature and impact of many of local government's responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the organisation's purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.

### 3.3 *Risk management implications*

- 3.3.1 Not refreshing the corporate plan at this time would present a risk that the council would not have a clear strategic direction, or the framework for recovery and improvement needed to become a sustainable authority.

### 3.4 *Environmental implications*

- 3.4.1 The updated corporate plan retains and expands upon the environmental commitments in *Doing right by Slough*, with the following objective sitting under the third priority:

‘Improving air quality, promoting active travel and sustainable forms of transport, and taking action to prevent or minimise the impact of climate change.’

### 3.5 *Equality implications*

- 3.5.1 The Council has a duty contained in section 149 of the Equality Act to have due regard to the need to:

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The protected characteristics are:

- Age;
- Disability;
- Gender reassignment;
- Marriage and civil partnership;
- Pregnancy and maternity;
- Race;
- Religion or belief;
- Sex; and
- Sexual orientation.

- 3.5.2 The broad purpose of this duty is to integrate considerations of equality into day-to-day business and to keep them under review in decision making, the design of policies and the delivery of services.

- 3.5.3 The proposed corporate plan structure includes key equalities objectives:

- Providing quality services for vulnerable children and those with special educational needs and disabilities (SEND)
- Improving outcomes for disadvantaged children and young people
- Working with partners to target health inequalities and promote wellbeing

- 3.5.3 An EQIA has been produced to accompany this report – appendix D. Further assessments will need to be conducted in the production of further key strategies and key programmes, needed to deliver the corporate plan.
- 3.5.4 The corporate plan is a high level strategy setting out the key priorities for the Council. It does not seek to replicate or replace existing strategies or policies on specific areas of service, but will help ensure alignment of financial resources with strategic priorities. The impact of the plan will affect all residents and service users, although key priorities will impact on particular groups more than others. It is anticipated to improve equality for in the following ways:
- The focus on children and young people is anticipated to have a particularly positive impact on this group and for those with care experience.
  - The focus on tackling health inequalities between different groups is anticipated to have a positive impact on improving equality between those of different races.
  - The focus on health inequalities is also expected to have a particular positive impact on those with disabilities, who suffer disproportionately from these. As noted, above it is anticipated that the plan will have a particularly positive impact for children and young people with special educational needs or disabilities (SEND).
  - The commitment under the third strategic priority to engage with businesses to create new employment opportunities for Slough families and routes to upskill is anticipated to have a positive impact for those on low incomes, who may be more likely to come from certain ethnic groups.
- 3.5.5 Respondents to the consultation had the opportunity to comment in their own words, and the following equalities issues were highlighted (for further detail please see appendix C, for how these are responded to in the corporate plan please see section 2.12 of this report):
- Some respondents were concerned that the focus on children and young people would disadvantage elderly residents and other vulnerable residents, such as those with disabilities or noted a lack of reference to them in the plan.
  - Five respondents raised the theme of Special Educational Needs and Disabilities (SEND) services.
  - Eight respondents raised issues relating to support for parents.
  - One respondent highlighted the need to tackle inequality, by tailoring services to meet the needs of different communities.
  - One respondent commented on specific health challenges faced by those of Asian ethnicity in Slough.
- 3.5.6 This impact has been fed into the assessment. The perceived negative impact on older residents, including those with disabilities, due to a focus on children, has been addressed by clarification that other priorities do focus on healthy lifestyles and independence. In summary, the refreshed corporate plan is focused on advancing equality of opportunity for groups in the community who are more at risk of inequality, which will assist the Council to meet its equality duties.



### 3.6 *Workforce implications*

- 3.6.1 The council's purpose and priorities – as expressed in the draft corporate plan will play a central role in shaping and setting staff members' individual objectives, against which they will be assessed in their appraisals.
- 3.6.2 Staff members will be expected to embody the values of the council – as expressed in the 'approach' section of the corporate plan. The new service delivery planning template will require service leads to state how these values will be embedded within their areas.

## **4. Background Papers**

None.

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# Slough Borough Council

A fresh start – Corporate Plan 2023-27

## Introduction from the Leader

[Holding space for introduction from the Leader]

### What is a Corporate Plan?

The Corporate Plan is a key strategic document for SBC, which sets out our vision for the council and what we hope to deliver in the borough.

It is not intended to cover everything the council does but sets out the council's aspirations and goals that will be delivered alongside our day-to-day activities. The plan has three core elements, our:



**Purpose** - our key mission statement and driving focus for the council



**Approach** - the type of council we wish to be, our values, how we will work and our relationship with residents and partners



**Priorities** - the key challenges we will look to address over the next four years

## Recovery & Improvement

The refresh of the Corporate Plan provides an opportunity to ensure that our purpose and strategic objectives are based on the latest evidence of need to deliver the best outcomes for our residents. The timeframe for the plan will align with the council's Medium Term Financial Plan so that there is clarity of objectives against which resources will be planned and allocated.

However, we start this next chapter of our journey against a backdrop of government intervention. The scale of the council's challenges was brought home in a series of government Directions from the Department of Levelling Up, Housing and Communities and the appointment of Commissioners in December 2021. In addition, the council remains under a separate Direction from the Department of Education.

We now need to deliver change and improvement and deliver this at pace. Without doing this, we will never be able to make a real difference on our purpose as a council or deliver against our strategic priorities.

Our primary objective remains to be able to demonstrate tangible progress against the Directions so that we are able to recover and improve our position if we are to have any prospect of surviving as a viable authority.

Whilst it has been recognised that 2023 has seen some momentum developing around key aspects of the Directions there is still a long way to go. Our starting point has been agreeing the planned savings, understanding the financial context, collaborating on a refresh of the Corporate Plan and addressing culture to rebuild trust among staff and residents.

Progress against our Recovery Plan is reported monthly to Commissioners at the Improvement and Recovery Board and will be reported quarterly to Full Council.

## How was the strategy developed?

Slough Borough Council introduced its last Corporate Plan in May 2023 – Doing Right by Slough. The plan responded to the Directions issued to the Council and set out SBC’s approach towards improvement and recovery.

The council now knows more about what its recovery will need to look like and has a new executive leadership team in place and a new administration following the 2023 election. This presents us with an opportunity to refresh our approach and agree a new vision for our town and the council for the next four years.

We now also have access to new data from the 2021 Census, which tells us more about Slough’s residents. Data from the Census and other key sources of information have been distilled into a Slough Insights pack - which provides us with evidence of the key opportunities and challenges facing Slough.



A draft structure for the Corporate Plan was developed to respond to these challenges – particularly the stark health inequalities and unique demographic profile of the town – and to adopt a new approach as an organisation to cement our improvement and recovery.

The council subsequently consulted on this structure with residents and partners, with the majority of respondents supporting the plan’s proposed purpose, approach and priorities. Respondents also had the opportunity to comment in their own words and their feedback has fed into this final version of the plan and will also inform service delivery plans and further key strategies.

[Holding line for engagement with Cabinet on political priorities]

## About Slough - 10 key facts

Further key data about Slough and the town's key strengths and challenges can be found in the Slough Insights pack, published alongside the Corporate Plan.

	With a population of 158,500, Slough is over 10 times more densely populated than the average for England
	There is an average of 3 people per household – the highest average size in England, and 16% of households are overcrowded
	Slough has the second youngest population in the country – with 25% of residents aged 15 and under
	The town is also one of the most ethnically diverse in England and 44% of residents were born outside of the UK
	Slough has low healthy life expectancy - the average number of years that a person can expect to live in full health – at just 58 for men, and 60 for women
	28% of year 6 children in Slough are obese, compared to a South-East average of 20% and only 52% of adults are physically active
	Slough has pockets of severe deprivation and 70% of neighborhoods fall below the national average in the Index of Multiple Deprivation
	Slough has a 45% higher crime rate than the average for the Thames Valley
	Slough's residents earn £28 less per week than the regional average, and there is a gap of £84 between residents and all those who work in Slough
	Slough overall has good levels of educational attainment – with 63% of Key Stage 4 students achieving grade 5 or above in English and Maths GCSEs

## Our Purpose: Closing the healthy life expectancy gap, by focusing on children

Slough has poor healthy life expectancy compared to neighbouring areas and one of the youngest populations in the country. A child's early development and experiences play a key role in determining future health and wellbeing.

We will work closely with our partners and our community to improve outcomes for all Slough's children and give them a good start in life.

Together, we will work to improve the conditions for families in Slough, seeking to enhance our borough's built and natural environment, as well as striving to improve the social determinants of health such as education, employment, income and crime.

We will listen to the voices of children and young people and ensure they have a say in the future of our town.

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## Our Approach

To deliver change and improve, we know we need a new approach as an organisation. This section sets out the type of council we wish to be, our values, how we will work and our relationship with residents. These are the principles that will enable us to be a sustainable organisation, providing good value in service to our residents.



RESIDENT  
FOCUSED



PROVIDING  
FINANCIAL  
SUSTAINABILITY



ENABLING  
RESIDENTS AND  
COMMUNITIES



STRENGTHENING  
PARTNERSHIPS



BUILDING TRUST

### Resident Focused

We will serve the people of Slough first and foremost: responding to their concerns, ensuring their views are heard and delivering on the issues that matter most to them.

*How we will do this:*

- Ensuring residents are consulted on key decisions.
- Improving response times and customer service.
- Making it easier for residents to access advice and information.

### Providing financial sustainability

We will build on our work to provide financial sustainability for the council and embed good practice for local government: living within our means, balancing our budget and being honest and open about the difficult decisions that we will need to make over the coming years.

*How we will do this:*

- Ensure that the corporate plan aligns with the council's Medium Term Financial Strategy which sets out how our priorities will be resourced. Any financial implications arising from implementation of actions are fully factored into the budget and the MTFP planning process.
- Continue to improve our financial resilience, focusing on financial recovery and onward sustainability. [Holding note for input from finance]



## Enabling residents and communities

We will focus on enabling residents to live well independently: building community capacity and resilience, fostering self-sufficiency and creating platforms that allow our community to shape Slough's future.

*How we will do this:*

- Being active and present in our community
- Working with residents to cultivate strong, healthy and attractive neighbourhoods where residents live well, independently, and become self-sufficient.
- Providing opportunities for residents to change the things they believe need changing in their community.

## Strengthening partnerships

We will strengthen relationships with partners, the community and our young people through collaboration and co-operation: developing a united way of working, toward a shared vision for our town and its residents.

*How we will do this:*

- Developing more effective strategic partnerships – particularly with the Slough Health & Wellbeing Board and Safer Slough Partnership – focused on action and delivering rapid progress.
- Creating new relationships with local employers to harness the strength of Slough's business community, target skills gaps and create employment opportunities for residents.
- Re-establishing, re-energising and building on our shared 2040 partnership vision for Slough.

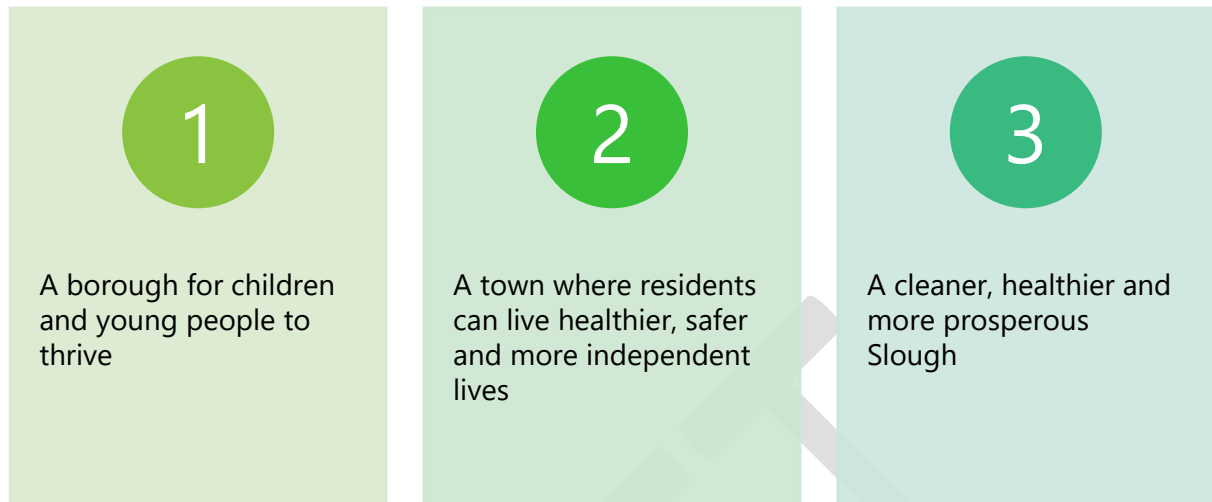
## Building trust

We will work to restore trust and confidence in SBC: ensuring that we are reliable, responsive and open, as we continue to recover and improve.

*How we will do this:*

- Demonstrating our commitment to integrity and public service through our conduct
- Publishing regular progress reports on the council's recovery
- Improving transparency on our performance and decision-making

## Our strategic priorities



In order to deliver on our key purpose to increase healthy life expectancy, there are a number of key challenges we will need to focus on over the next four years.

Resources will primarily be allocated to deliver these outcomes, and there will need to be a demonstrable, evidenced link between them and everything we do as a council.

Service plans are being developed to ensure effective delivery of the priorities and further information will be published in other key strategies that are currently being created.

These cannot be achieved by us as alone but will be tackled together with our partners and our communities.

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# 1. A borough for children and young people to thrive

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Providing quality services for vulnerable children and those with special educational needs and disabilities (SEND)

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Improving outcomes for disadvantaged children and young people

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Tackling high rates of child obesity

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Increasing children and young people's participation in decisions that affect them and in shaping the future of Slough

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## *Why this is important?*

Research from the King's Fund has shown that:

- A child's development is an accurate predictor of educational outcome, which in turn is related to long-term health outcomes.
- Experiences in early life are increasingly being recognised as having a lasting effect on adult health both directly and through influencing adult health behaviours.
- Adverse experiences and neglect in the early years lead to poor development, which affects later life chances.
- Children who are obese or overweight at school age are at greater risk of cardiovascular disease and diabetes in later life.

A person's early years are of fundamental importance in shaping their future education, employment and income outcomes, which collectively determine 30% of their health & wellbeing.

Children and young people have the right to participate in decisions that affect them, to be heard and to be taken seriously (Article 16, UNCRC).

*How we will measure success:*

- Number of new Education, Health and Care (EHC) plans issued
- Percentage of new EHC plans issued within 20 weeks including exceptions
- Percentage of eligible 2 year olds receiving 15 hours of free early years education or childcare
- Pupil exclusions in Slough schools as a percentage of school population
- Children Missing from Education (CME) as a percentage of school population
- Percentage of care leavers in education, employment or training
- Rate per 10,000 of children receiving targeted early help
- Percentage of children looked after in external foster care placements
- Percentage of children and young people in external residential placements
- Rate per 10,000 of Children Looked After (CLA)
- Percentage of referrals to children's social care within 12 months of earlier referral
- Percentage of children aged 2.5 years who received a child development review
- Proportion of children obese at Year 6

---

## 2. A town where residents can live healthier, safer and more independent lives

Working with partners to target health inequalities and promote wellbeing

---

Supporting residents to be as independent as possible, whilst providing quality services for the most vulnerable adults

---

Improving community safety and tackling anti-social behaviour – providing a safer town to grow-up

---

### *Why this is important?*

- Slough has low healthy life expectancy and high rates of preventable ill-health, as well as inequalities in health between different areas of the borough and between different population groups which need to be addressed.
- Maximising independence, confidence and capacity for self-management has been demonstrated to enable people to live the life they want, stay independent at home for longer and reduce the need for emergency and statutory services.
- Levels of community safety determine 5% of a person's health outcomes. Antisocial behaviour has been demonstrated to cause personal harm to others, leading to changed routines and a lower quality of life. Other implications include negative mental health, such increased stress and anxiety, and depression.

*How we will measure success:*

- Percentage of new clients who received short-term services, where no further request was made for ongoing support
- Number of safeguarding concerns recorded
- Percentage of safeguarding referrals that meet section 42
- Percentage of care homes in the borough with a Care Quality Commission (CQC) rating of either good or outstanding
- Number of anti-social behaviour and environmental related service requests open for more than 90 days
- Perception of safety in the community
- "Percentage of NHS health checks offered to the total eligible population in the quarter "
- "Proportion of population receiving dental checks: Access to NHS dental services - successfully obtained a dental appointment"

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# 3. A cleaner, healthier and more prosperous Slough

Affordable, safe and healthy homes – improving the quality of council housing stock and the private rented sector

---

Improving air quality, promoting active travel and sustainable forms of transport, and taking action to prevent or minimise the impact of climate change

---

Providing clean, quality public spaces and working with developers to deliver a modern town centre for future generations

---

Engaging with businesses to create new employment opportunities for Slough families and routes to upskill

---

## *Why this is important?*

- Poor quality housing, with issues such as damp, can lead to a number of health problems, including respiratory issues, physical pain, and headaches, particularly affecting children.
- Children living in crowded homes are more likely be stressed, anxious and depressed, have poorer physical health, and attain less well at school, and overcrowding has been associated with higher transition of diseases such as COVID-19.
- Both short-and long-term exposure to air pollution can lead to a wide range of diseases, including stroke, chronic obstructive pulmonary disease, lung cancer and aggravated asthma. 6.3% of all deaths in Slough are attributable to particulate air pollution.
- Access to good-quality, well-maintained public spaces can encourage greater levels of physical and social activity, boosting people’s physical and mental health. Environmental quality and the built environment determine 10% of a person’s health outcomes.
- There is clear evidence that being in good work improves health and wellbeing across people’s lives and protects against social exclusion. Employment and income collectively determine 20% of a person’s health outcomes.

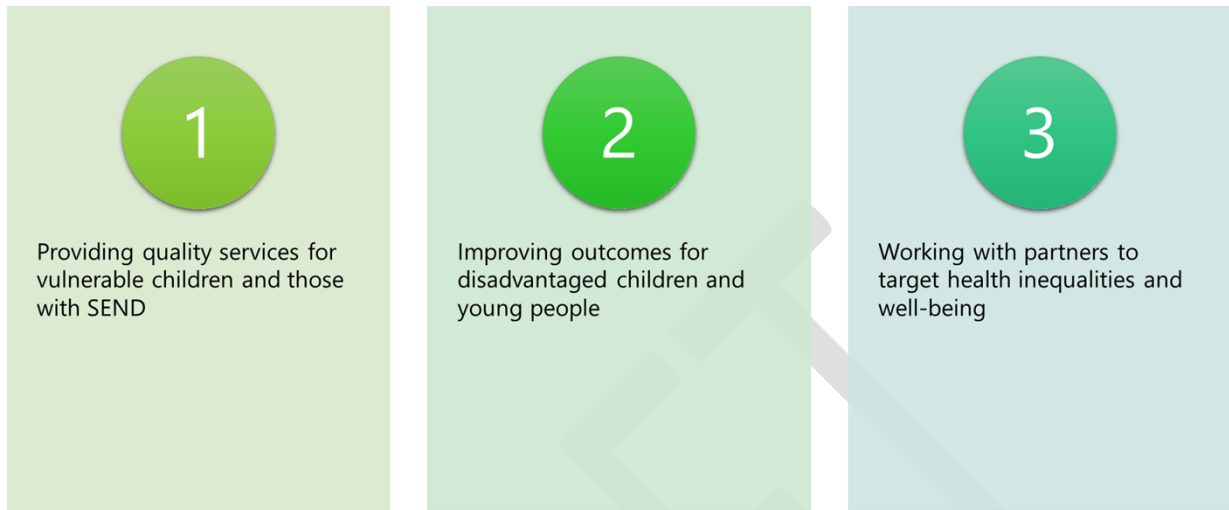
*How we will measure success:*

- Number of Homelessness Reduction Act (HRA) approaches
- Number of homeless cases prevented or relieved
- Total number of homeless households placed in temporary accommodation
- Standard voids at month end
- Average re-let time in days for standard voids
- Percentage of SBC housing repairs completed within timescale by Osbourne
- Percentage of SBC housing repairs completed within one visit by Osbourne
- Percentage of decisions made on major planning application within 13 weeks or timescale agreed with applicant"
- Percentage of decisions made on non-major planning application within 8 weeks or timescale agreed with applicant
- **Indicator around air quality**
- Number of public transport local bus journeys undertaken
- Percentage of household waste sent for reuse, recycling, or composting
- Missed refuse bins per 100,000 collections
- Missed recycling bins per 100,000 collections
- Number of incidents of fly-tipping reported
- Unemployment rate: Number of 16-64 year olds claiming unemployment related benefits as a percentage of working age population
- Number of businesses (enterprises) registered



## Equality commitments

Slough is one of the most diverse places in the country, but there is more to be done to promote equality. We have therefore built objectives into the above priorities, which seek to reduce disadvantage and create a more equitable Slough:



We are also committed to putting equality and inclusion at the heart of our role as an employer, to support our workforce who help to deliver this plan.

Our objective will be to recruit and develop a skilled, committed and inclusive workforce, where diversity is valued and, one which is representative of our local communities.

## Finance / the budget

The financial challenges and other issues facing Slough Borough Council are of an unprecedented magnitude and face a Council that is one of the smallest unitary councils in England and which does not therefore have the critical mass needed to be financially sustainable without radical action.

The Council's Medium Term Financial Strategy is therefore aimed at the objective of delivering finance resilience through the finance recovery plan and achieving onward sustainability.

[Holding page for any further info finance wishes to include]

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# Slough Insights

# About this pack...

This pack has been created to provide some insights on Slough, our residents and the borough's economy. It draws upon new data from the 2021 Census, as well as other key sources of information.

It is intended to be viewed as a first point of reference, to provide high-level insights on key challenges and key strengths for the town, and is designed as a tool to support the council in the development of our strategies and in making evidence-based decisions.

This pack should be used alongside other key sources of information, such as the Joint Strategic Needs Assessment (JSNA), equalities data, resident consultations and other service-level sources of data.

In order to save room – data sources and definitions are in the 'notes section' of the slides, and links to our data sources can be found on the final slide.

# Headlines

- Slough has a diverse, young population.
- Slough has pockets of severe deprivation.
- Slough has high levels of overcrowding and the largest average household size in England and Wales.
- There has been a larger increase in economically inactive people than active people in Slough since 2011.
- Slough has a high proportion of children in low income families and pensioners in poverty in Berkshire.
- There is a gap in income of £84 per week between Slough residents and those who commute into Slough for work.
- There are high levels of crime, including violent crime.
- Slough has generally good levels of educational attainment but is below the national average for post-16 education and qualifications.

# Contents (1)

<b>Population</b> slides 6-25	<ul style="list-style-type: none"><li>• Population size</li><li>• Population density</li><li>• Age</li><li>• Country of birth</li><li>• Ethnicity</li><li>• National identity</li></ul>	<ul style="list-style-type: none"><li>• Language</li><li>• Religion</li><li>• Sexual orientation &amp; gender identity</li><li>• Deprivation</li></ul>	<ul style="list-style-type: none"><li>• Health inequalities</li><li>• General health &amp; wellbeing</li><li>• Disability</li><li>• Unpaid care</li></ul>
<b>Built &amp; Natural Environment</b> slides 28-35	<ul style="list-style-type: none"><li>• Household size</li><li>• Overcrowding</li><li>• Tenure</li><li>• Accommodation &amp; affordability</li></ul>	<ul style="list-style-type: none"><li>• Housing benefit, central heating &amp; household car use</li></ul>	<ul style="list-style-type: none"><li>• Environmental &amp; housing deprivation measures</li><li>• Green spaces &amp; pollution</li></ul>
<b>Work &amp; Labour Market</b> slides 36-44	<ul style="list-style-type: none"><li>• Economic activity</li><li>• Unemployment &amp; job density</li><li>• Industry</li></ul>	<ul style="list-style-type: none"><li>• Occupation</li><li>• Salaries</li><li>• Vacancies</li></ul>	<ul style="list-style-type: none"><li>• Skills</li></ul>
<b>Vulnerability</b> slides 45-51	<ul style="list-style-type: none"><li>• Family income, fuel poverty &amp; loneliness</li><li>• Homelessness</li></ul>	<ul style="list-style-type: none"><li>• Support</li><li>• Vulnerable children</li></ul>	<ul style="list-style-type: none"><li>• Adult needs (aged 18-64)</li><li>• Adult needs (aged 65 and over)</li></ul>

# Contents (2)

## Income

slides 52-54

- Weekly earnings
- Income deprivation

## Crime

slides 55-56

- Crime rates

## Education

slides 57-65

- Early Years Foundation Stage (EYFS)
- Key Stage 2
- Key Stage 4
- Post-16
- Qualifications
- SEND
- EHC plans
- SEN support & EHC plan attainment

# Population





# Population - Residents & Households

Slough population: 158,500



Females  
80,005  
(50.5%)



Males  
78,495  
(49.5%)



52,423 Households  
3 people per Household

Slough's population in the 2021 Census was 158,500. This is an increase of 13.0% from 2011, compared to increases of 7.5% in the South East and 6.6% in England. This growth is also larger than our neighbouring authorities:

- Buckinghamshire - 9.5%
- Hillingdon – 11.7%
- Spelthorne – 7.7%
- Windsor & Maidenhead – 6.2%

Slough is now the 127<sup>th</sup> largest local authority by total population size, up 13 places from 2011.

There are now 52,423 households in Slough containing at least one person – a growth of only 3.3% on 2011, compared to 6.1% in England and Wales.

Slough has a mean household size of 3 people per household. This is the largest mean household size in England and Wales. The mean for England and Wales is 2.4.



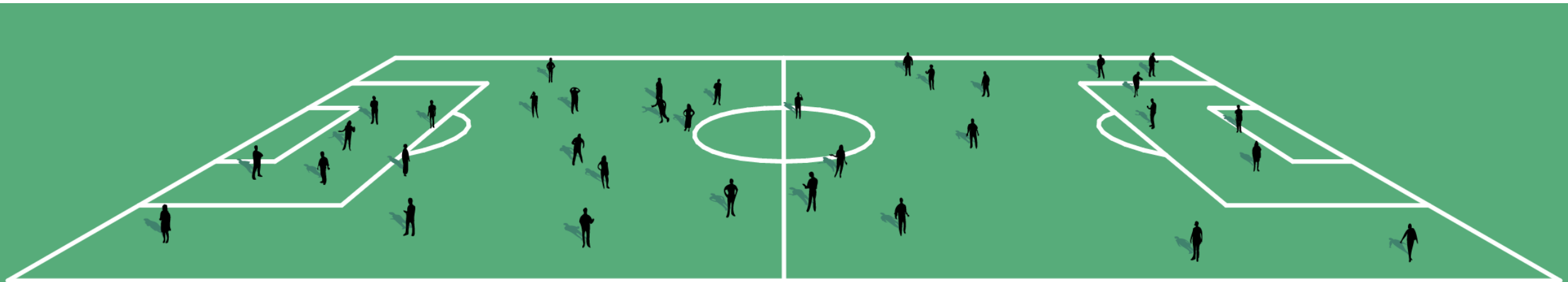
## Population - Density

Slough is the third most densely populated LA in the South East, with 4,871 usual residents per square kilometre (48.7 per hectare compared to 45.8 in 2011, South East: 4.87, England: 4.34).

This is the equivalent of around 35 people living on each football pitch-sized area of land, compared to an average of just 3 across England.

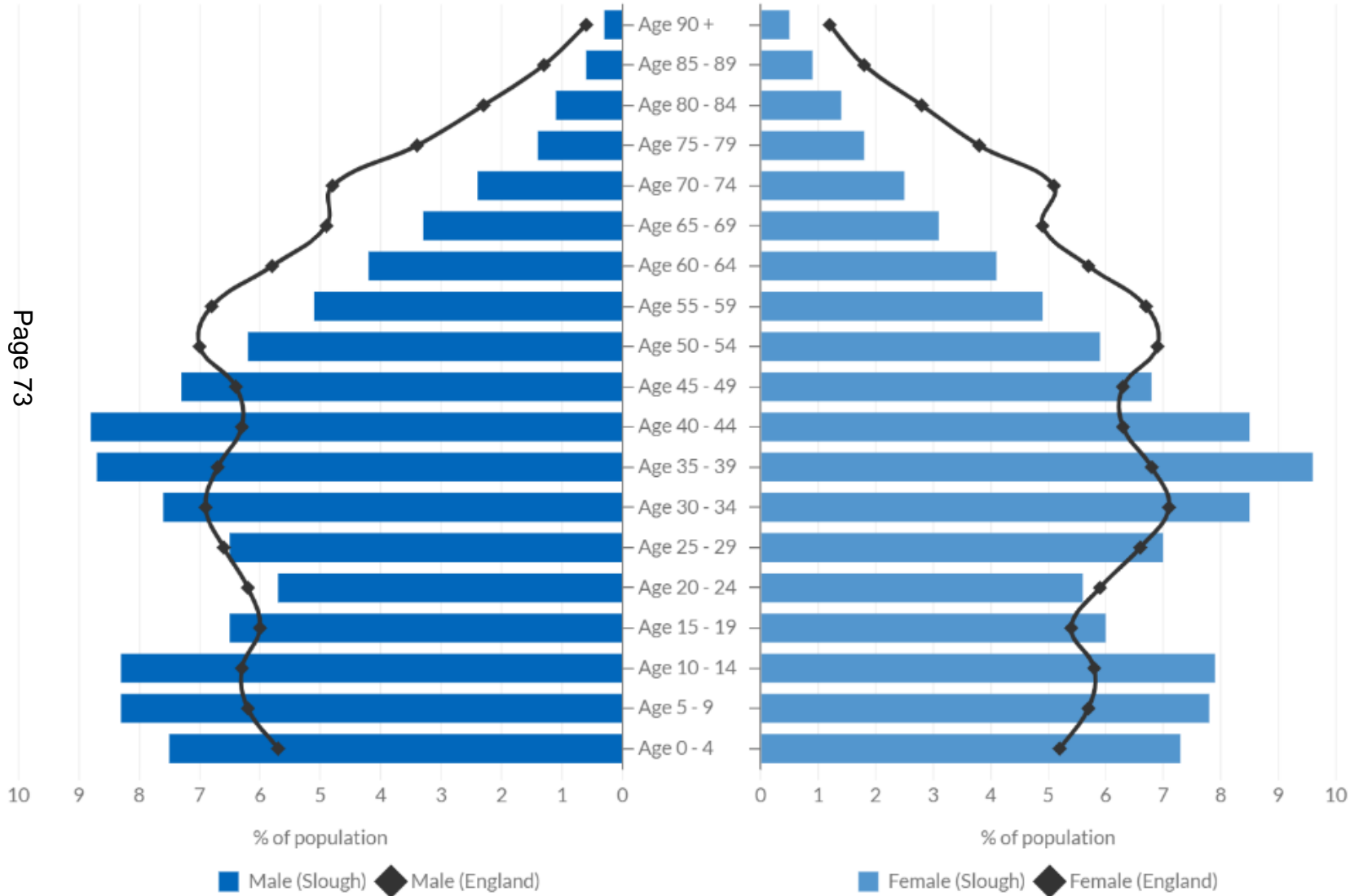
Slough is the fifth most densely populated Local Authority outside of London.

Slough has the third smallest population within Berkshire but is the most densely populated.





# Population - Age



25% of Slough's residents are aged 0-15, 65.4% are aged 16-64, and 9.7% are aged 65 or over.

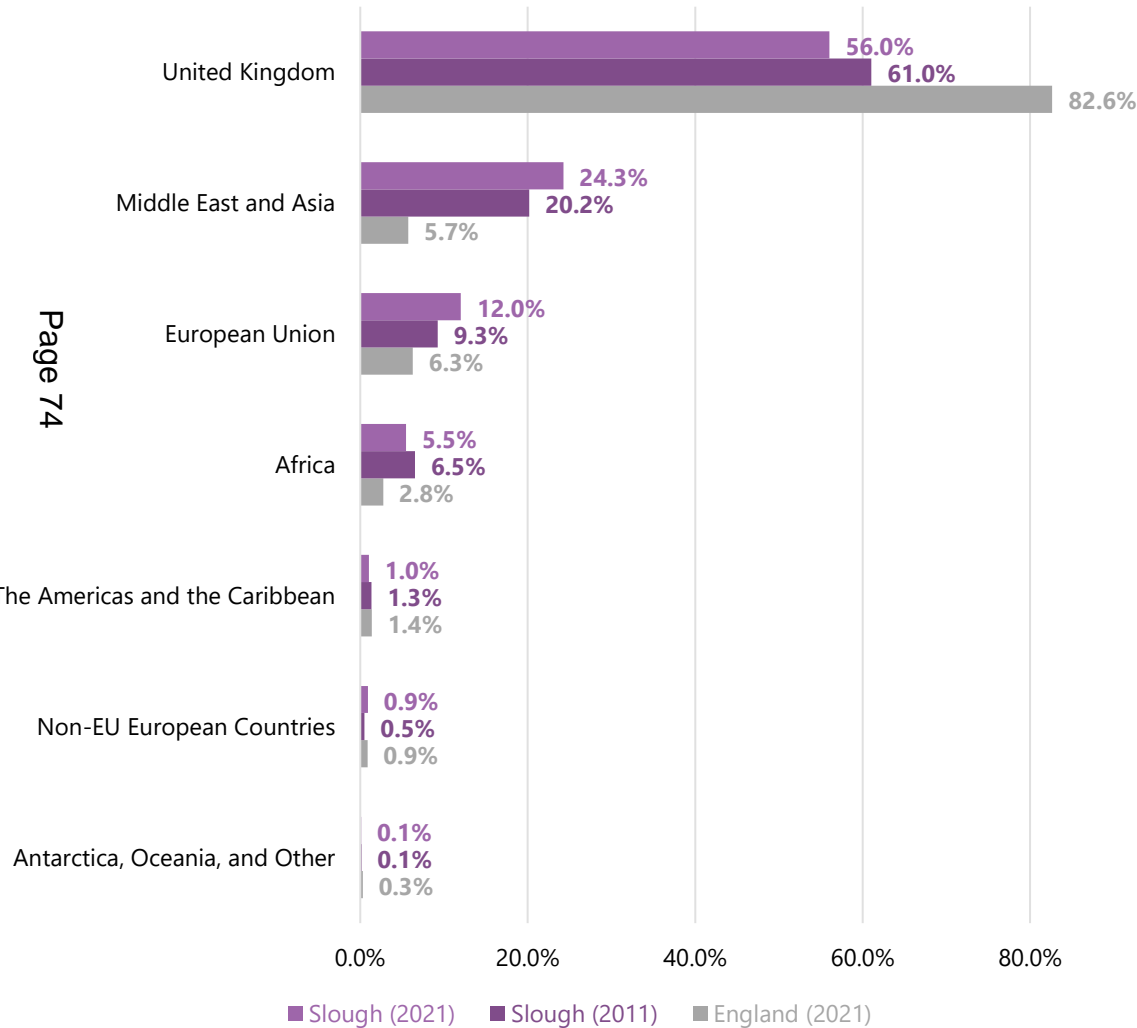
Slough's average age is 34, compared to 41 for the South East and 40 for England.

Slough has the second largest proportion of children aged 15 or under in England and Wales, behind only Barking and Dagenham.



# Population – Country of Birth (Broad)

Broad Country of Birth



56% of Slough’s population were born in the UK, 24.3% were born in the Middle East and Asia, and 12.0% were born in the EU.

Broad Country of Birth: Number of Slough Residents	2021	2011	Change
United Kingdom	88,806	85,553	+4%
Middle East and Asia	38,461	28,304	+36%
European Union	19,042	12,996	+47%
Africa	8,662	9,179	-6%
The Americas and the Caribbean	1,633	1,886	-13%
Non-EU European Countries	1,454	728	+100%
Antarctica, Oceania, and Other	161	195	-17%



## Population – Country of Birth (Detailed)

After England, the most selected countries of birth for residents in Slough were:

1. India
2. Pakistan
3. Poland
4. Romania
5. Kenya

10.5% of Slough's population arrived in the UK aged 0-15, 33.2% arrived aged 16-64, and 0.3% arrived aged 65 or over.

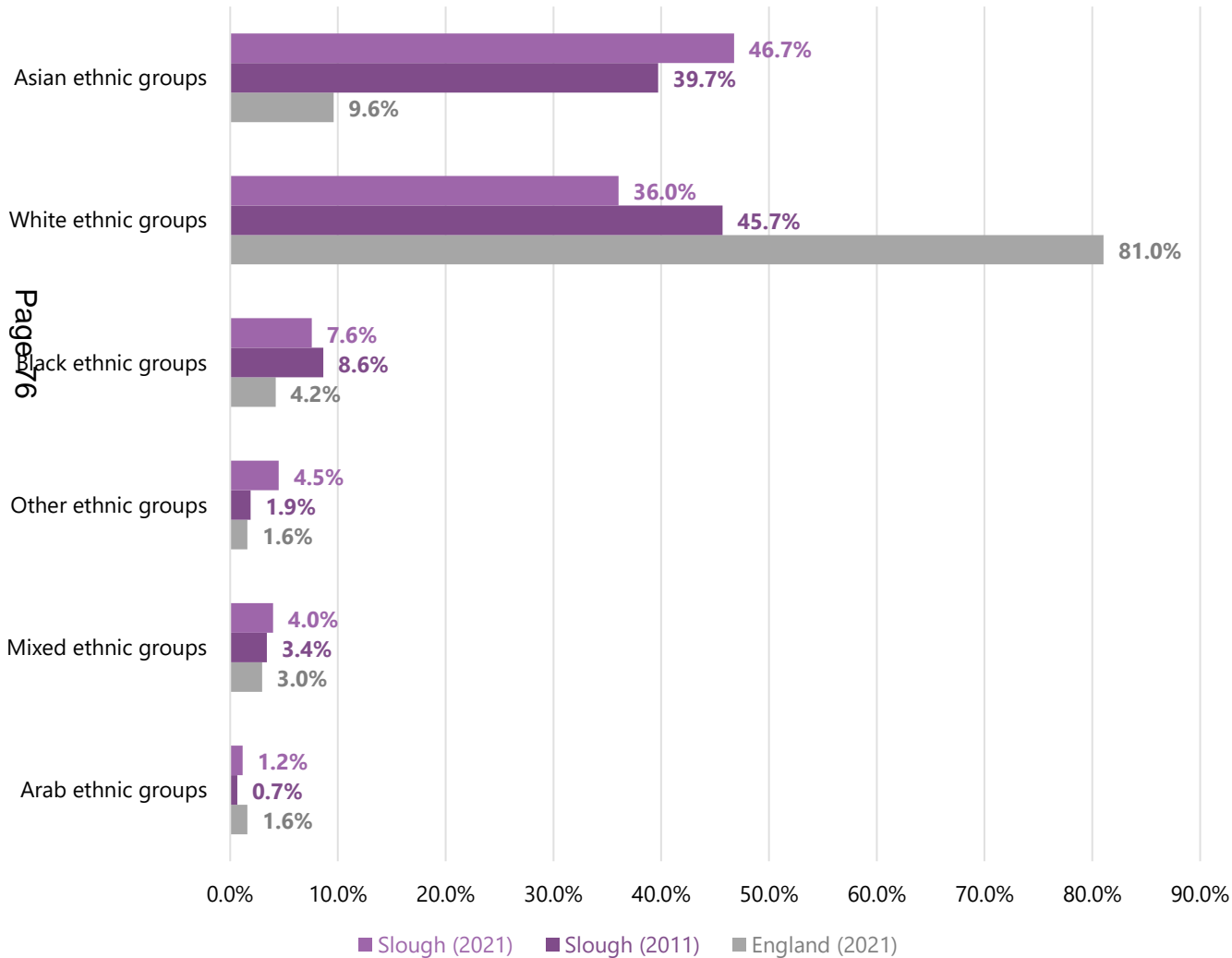
64.1% of the migrant population in Slough have resided in the UK for 10 or more years, 15.6% for 5-9 years, 11.3% for 2-4 years, and 9% for less than 2 years.

Broad Country of Birth (2021)	Detailed Country of Birth	Slough Number	Slough %
United Kingdom	England	87,350	55.1%
Middle East and Asia	India	17,107	10.8%
Middle East and Asia	Pakistan	14,418	9.1%
European Union	Poland	8,912	5.6%
European Union	Romania	3,551	2.2%
Africa	Kenya	1,940	1.2%
Middle East and Asia	Sri Lanka	1,385	0.9%
Non-EU Europe	Other Europe	1,384	0.9%
Africa	Somalia	1,336	0.8%
Africa	Other South and Eastern Africa	1,228	0.8%



# Population – Ethnicity (1)

Broad Ethnic Groups



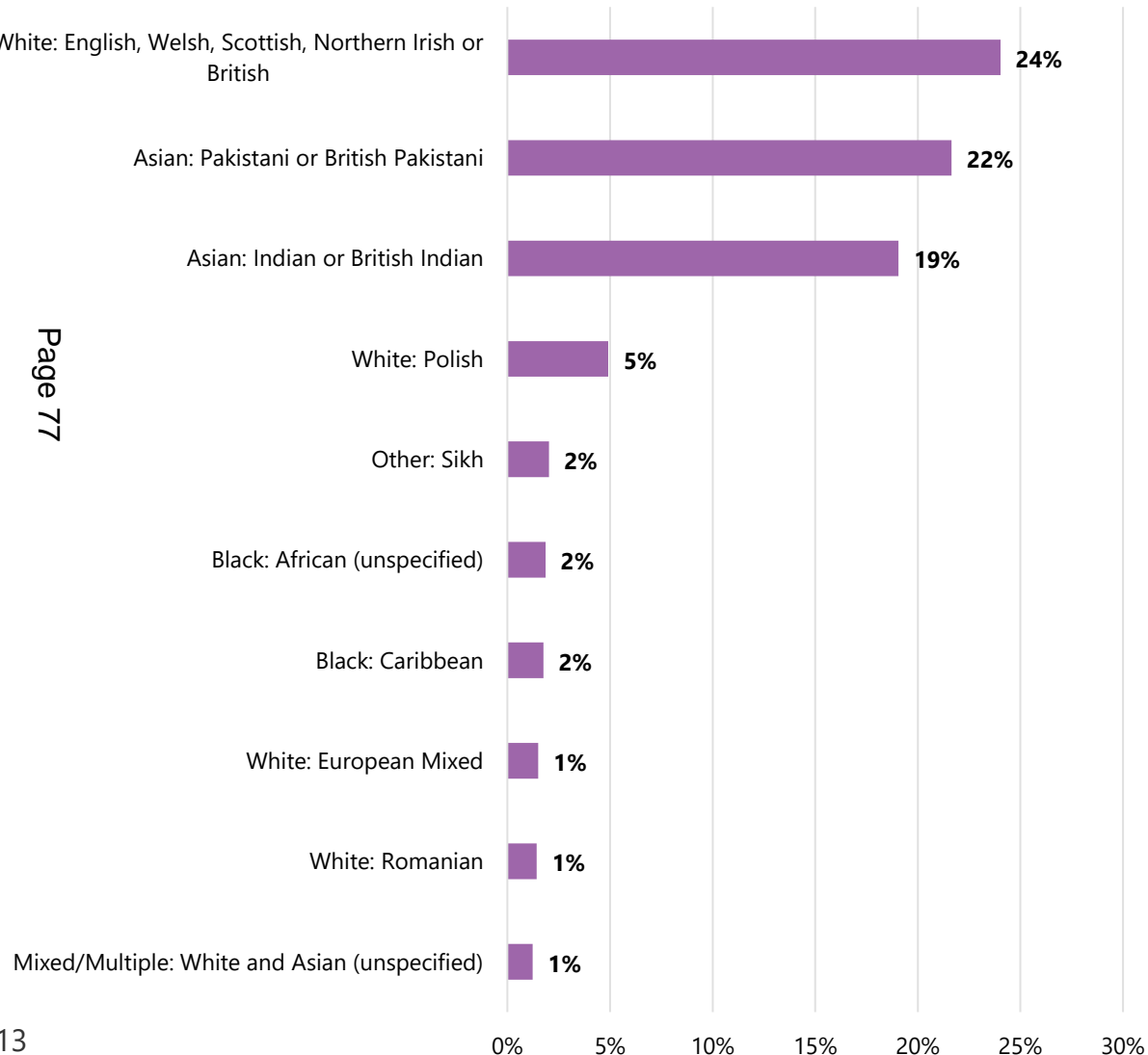
46.7% of Slough’s population are from Asian ethnic groups and 36.0% are from White ethnic groups.

Broad Ethnic Groups: Number of Slough Residents	2021	2011	Change
Asian ethnic groups	74,093	55,697	+33%
White ethnic groups	57,134	64,053	-11%
Black ethnic groups	11,992	12,115	-1%
Other ethnic groups	7,144	2,628	+172%
Mixed ethnic groups	6,311	4,758	+33%
Arab ethnic groups	1,826	954	+91%



# Population – Ethnicity (2)

Ten Largest (Detailed) Ethnic Groups in Slough in 2021

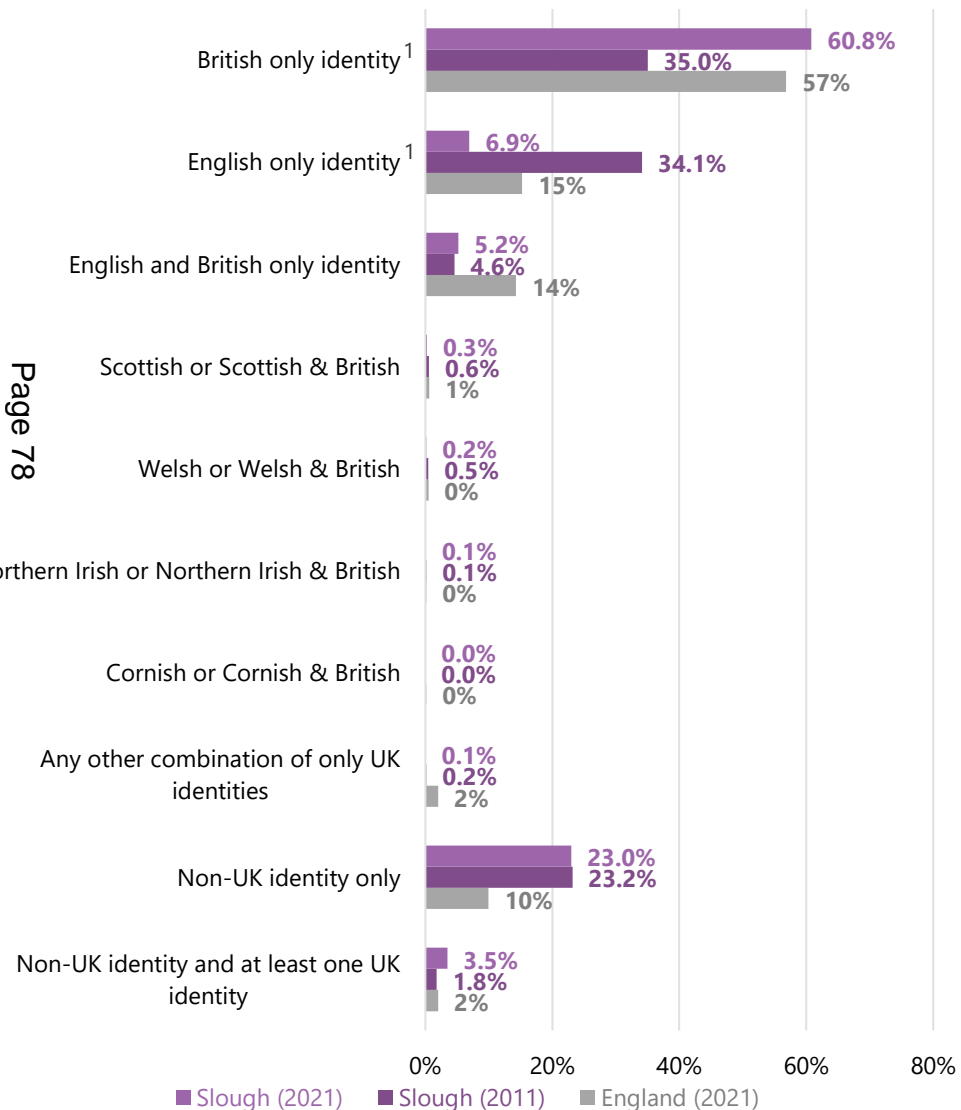


Ten Largest (Detailed) Ethnic Groups in Slough in 2021	No. Residents
White: English, Welsh, Scottish, Northern Irish or British	38,093
Asian, Asian British or Asian Welsh: Pakistani or British Pakistani	34,317
Asian, Asian British or Asian Welsh: Indian or British Indian	30,209
White: Polish	7,778
Other ethnic group: Sikh	3,200
Black, Black British, Black Welsh of African background: African unspecified	2,933
Black, Black British, Black Welsh or Caribbean background: Caribbean	2,769
White: European Mixed	2,363
White: Romanian	2,258
Mixed or Multiple ethnic groups: White and Asian (unspecified)	1,945



# Population – National identity

National Identity



23% of Slough’s population identify as a non-UK identity only

- 7,767 people (4.9%) identify as Polish only
- 6,866 (4.3%) identify as Indian only
- 3,828 (2.4%) identify as Pakistani only
- 3,295 (2.1%) identify as Romanian only

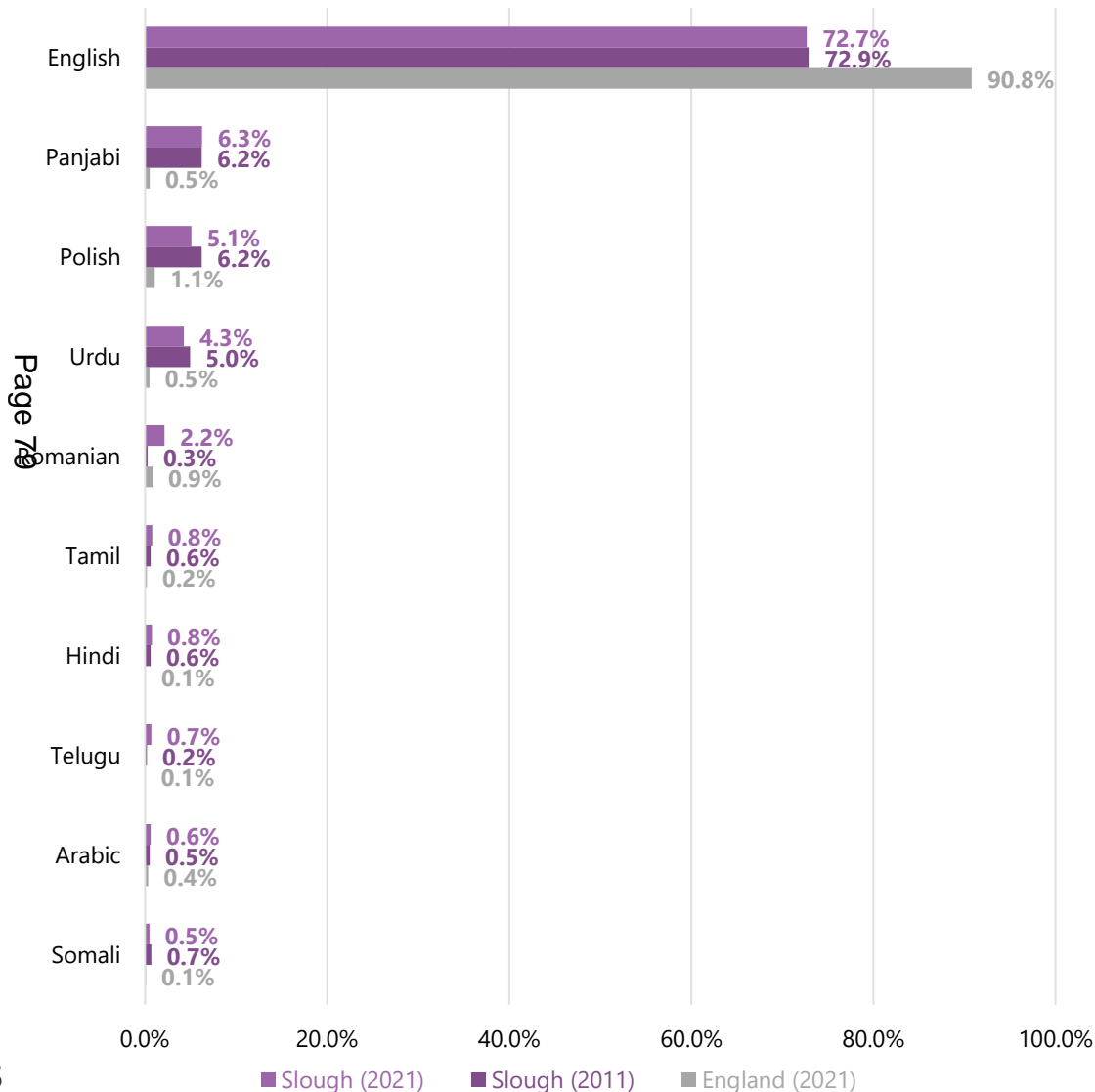
National Identity: Number of Slough Residents	2021	2011	Change
British only identity <sup>1</sup>	96373	49093	+96% <sup>1</sup>
English only identity <sup>1</sup>	11000	47868	-77% <sup>1</sup>
English and British only identity	8248	6416	+29%
Scottish or Scottish & British	402	778	-48%
Welsh or Welsh & British	274	634	-57%
Northern Irish or Northern Irish & British	125	199	-37%
Cornish or Cornish & British	9	11	-18%
Any other combination of only UK identities	98	223	-56%
Non-UK identity only	36460	32490	+12%
Non-UK identity and at least one UK identity	5509	2493	+121%





# Population - Language

## Main Language



72.7% of Slough's population aged 3 and over speak English as their main language (England: 90.8%).

68 people in Slough use a Sign Language as their main language (57 use BSL).

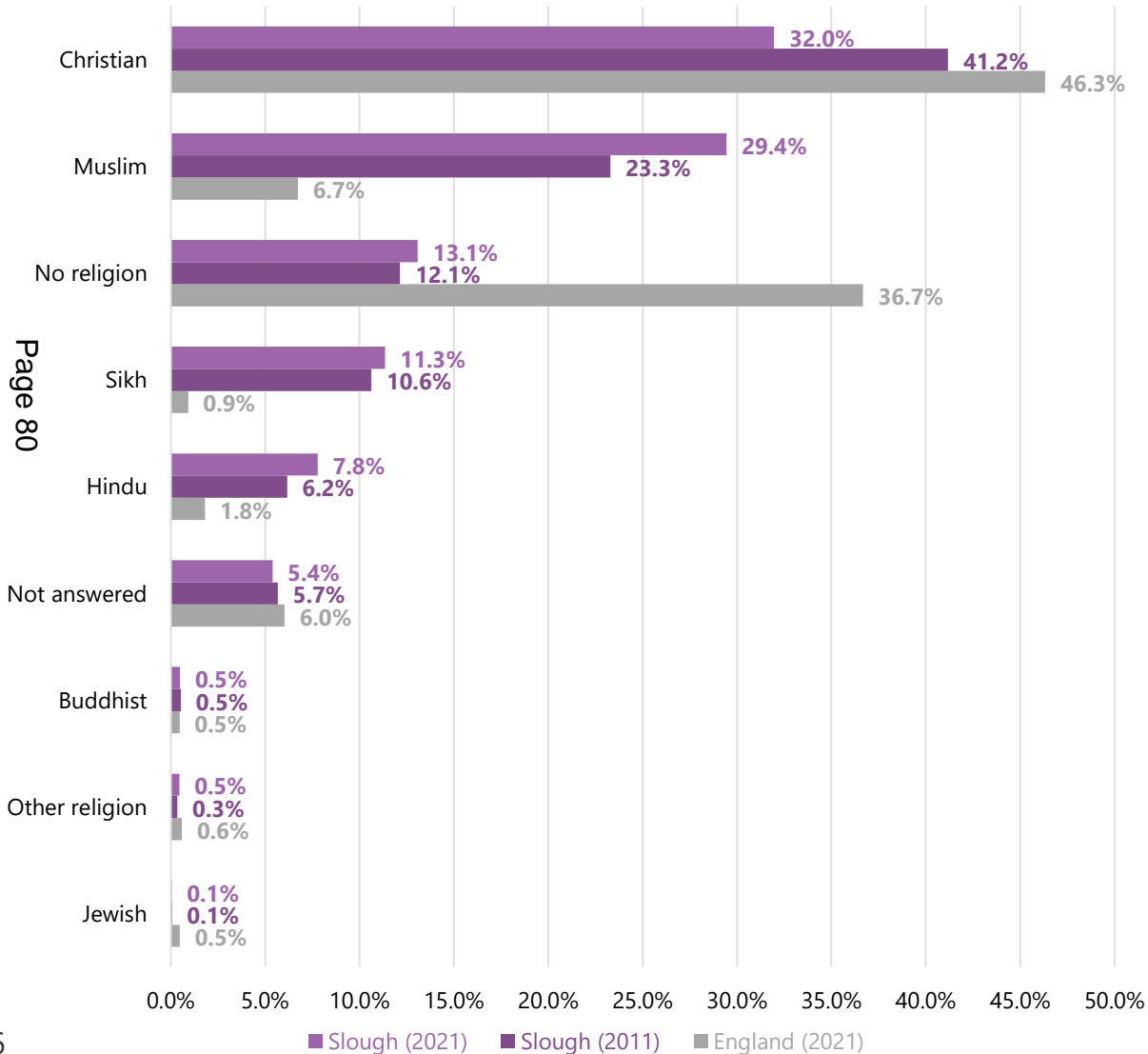
Of those that did not speak English as their main language in Slough, 42.8% can speak English very well, which is an increase of 34% from 2011.

Main Language: Number of Slough Residents	2021	2011	Change
English	110,212	96,508	+14%
Panjabi	9,527	8,247	+16%
Polish	7,724	8,249	-6%
Urdu	6,497	6,568	-1%
Romanian	3,275	401	+717%
Tamil	1,224	860	+42%
Hindi	1,148	825	+39%
Telugu	1,066	275	+288%
Arabic	983	703	+40%
Somali	772	938	-18%



# Population - Religion

Religion



The number of Christians in Slough has decreased by 12.2% since 2011, while the number of Muslims has increased by 42.9% and the number of Sikhs has increased by 20.8%.

Slough has the 11<sup>th</sup> fewest people nationally who stated they have no religion (13.1% of Slough's population, compared to 36.7% for England).

Religion: Number of Slough Residents	2021	2011	Change
Christian	50,664	57,726	-12%
Muslim	46,661	32,655	43%
No religion	20,726	17,024	22%
Sikh	17,985	14,889	21%
Hindu	12,343	8,643	43%
Not answered	8,544	7,956	7%
Buddhist	776	743	4%
Other religion	716	482	49%
Jewish	85	87	-2%



## Population - Sexual orientation & gender identity

1.9% of Slough's population identified as an LGB+ orientation (lower than the England average of 3.2%).

0.9% of Slough's population identified as a different gender to their sex registered at birth (same as the England average).

Sexual Orientation (2021)	Slough Number	Slough %	England %
Straight or Heterosexual	104,943	88.2%	89.4%
LGB+ orientation (total)	2,313	1.9%	3.2%
Gay or Lesbian	806	0.7%	1.5%
Bisexual	1,095	0.9%	1.3%
Pansexual	335	0.3%	0.2%
Asexual	29	0.0%	0.1%
Queer	7	0.0%	0.0%
All other sexual orientations	41	0.0%	0.0%
Not answered	11,677	9.8%	7.5%

Gender Identity (2021)	Slough Number	Slough %	England %
Gender identity the same as sex registered at birth	107,503	90.4%	93.5%
Gender identity different from sex registered at birth (total)	1,081	0.9%	0.9%
Gender identity different from sex registered at birth but no specific identity given <sup>1</sup>	633	0.5%	0.2%
Trans woman	186	0.2%	0.1%
Trans man	206	0.2%	0.1%
Non-binary	25	0.0%	0.1%
All other gender identities	31	0.0%	0.0%
Not answered	10,351	8.7%	6.0%

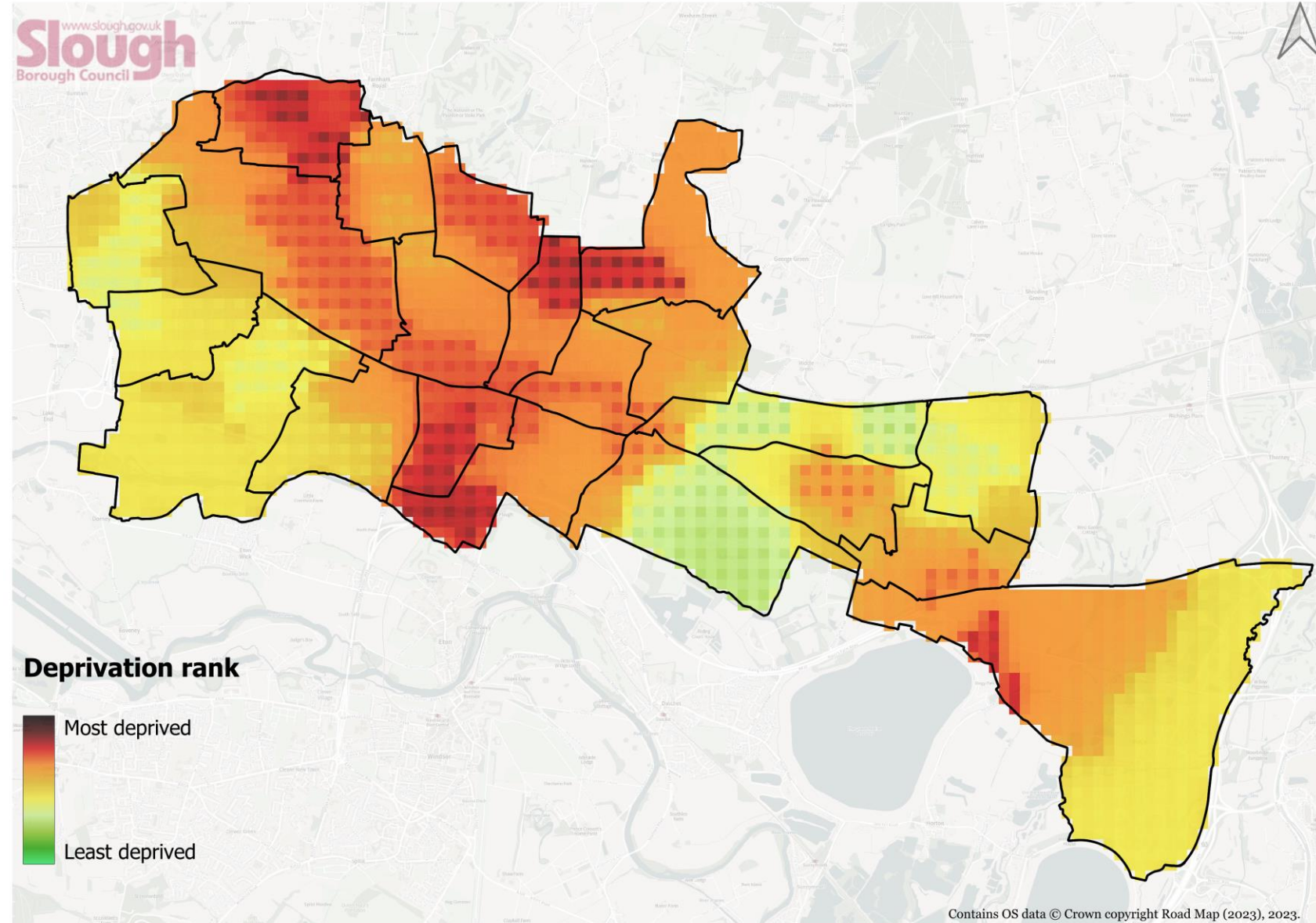


# Population – Deprivation (1)

Slough is more deprived than the England average on the 2019 Index of Multiple Deprivation (IMD).

Page 82  
71% of Slough's Lower-tier Super Output Areas (LSOAs) fall below the national average of the IMD.

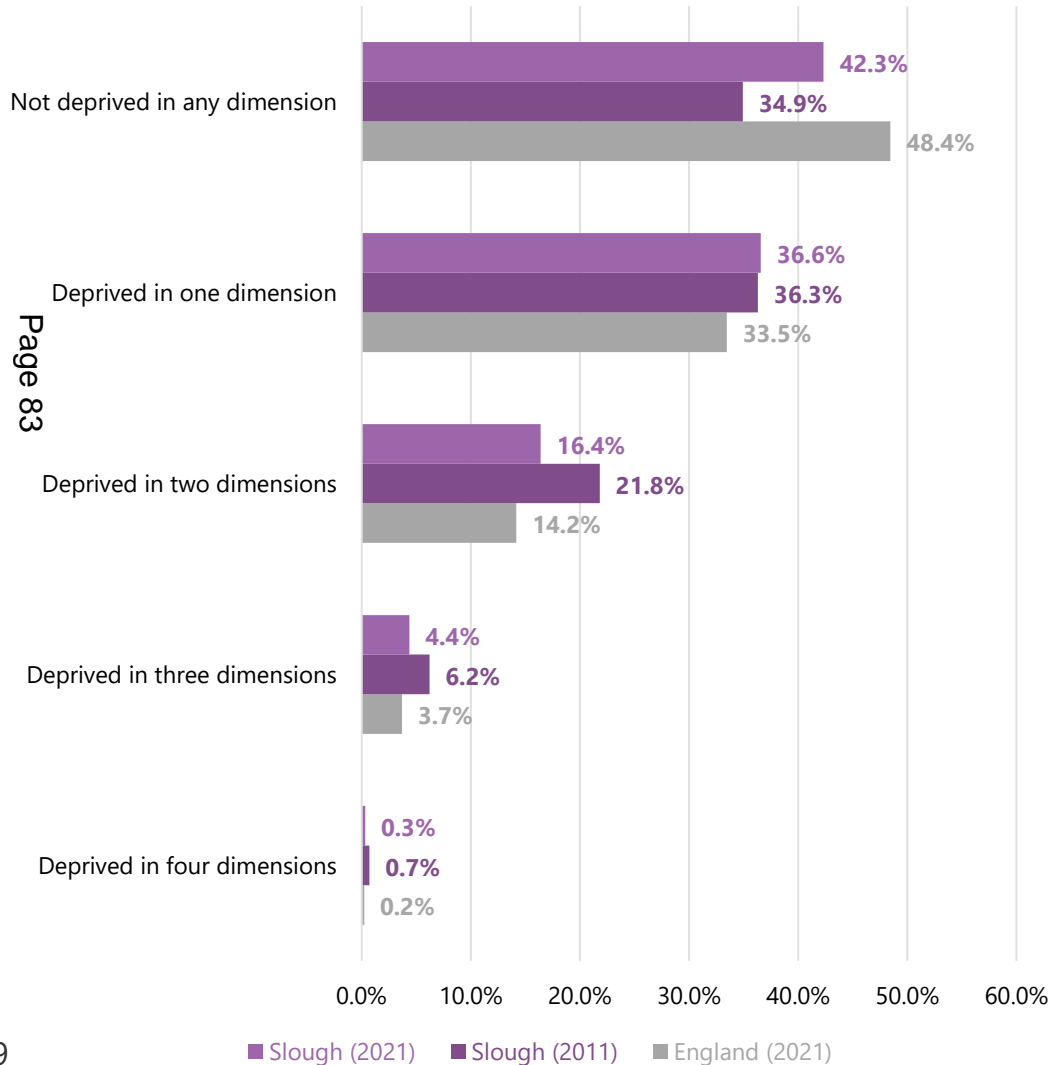
There are particularly severe pockets in Britwell, Chalvey, Herschel Park, Elliman, Wexham Court, and Colnbrook with Poyle.





# Population – Deprivation (2)

Household Deprivation









30,240 households in Slough (57.7%) are deprived in one or more dimension (compared to 51.6% in England). This is a decrease of 8% from 2011, when it was 65.1%.

The number of households deprived in one dimension has increased by 4%, but there has been a 24% decrease in households deprived in two or more dimensions and a 25% increase in households that are not deprived in any dimension.

Household Deprivation: Number of Slough Households	2021	2011	Change
Household is not deprived in any dimension	17,733	22,184	+25%
Household is deprived in one dimension	18,437	19,176	+4%
Household is deprived in two dimensions	11,077	8,603	-22%
Household is deprived in three dimensions	3,156	2,293	-27%
Household is deprived in four dimensions	363	168	-54%

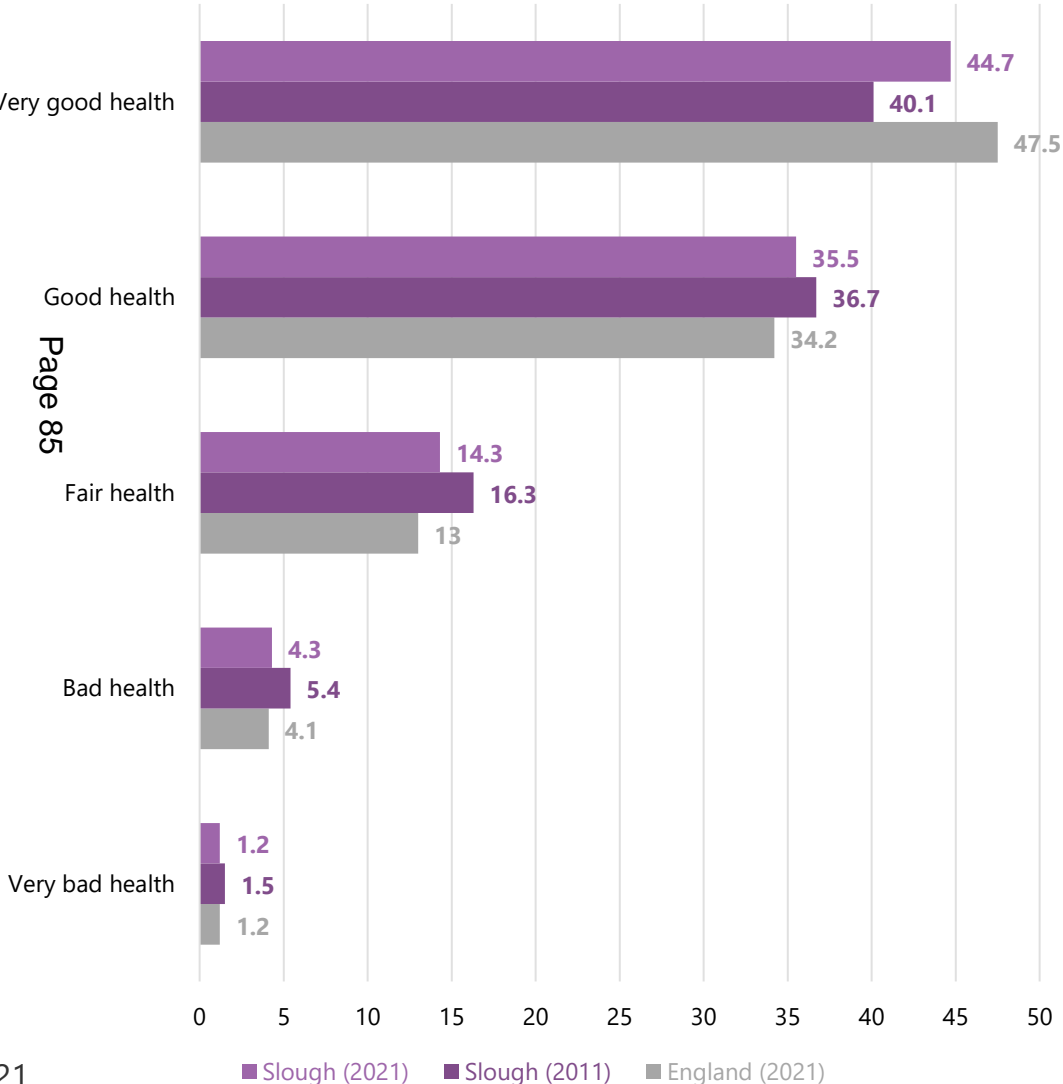
# Health Inequalities in Slough

	Health measure	Slough	RBWM	SE
	Healthy life expectancy (M)	58.1	69.7	65.5
	Healthy life expectancy (F)	60.3	70.3	65.9
	Mortality rate: cardiovascular (deaths per 100k under 75)	108.9	51.5	63.1
	Year 6: prevalence of obesity (incl. severe obesity)	28.4%	17.5%	20.0%
	Low birth weight: term babies (under 2,500g)	4.4%	2.5%	2.4%
	% physically active adults (150+ minutes activity per week)	51.6%	76.2%	70.5%



# Population - General health

General Health (Standardised)<sup>1</sup>



Over half of Slough’s population reported “very good” health in 2021. This proportion has increased since 2011.

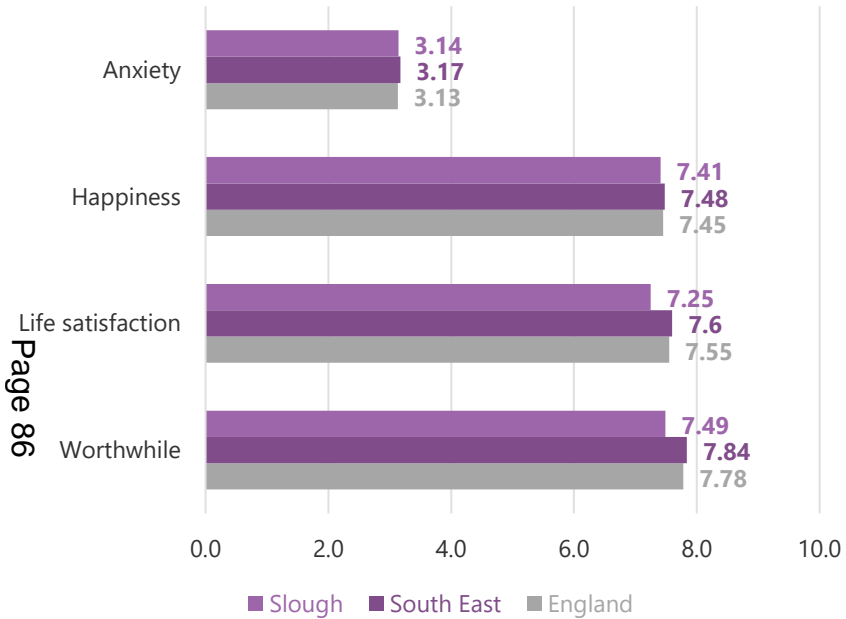
Slough has a smaller proportion of residents reporting they have “very good” health than the England average and a slightly larger proportion of residents with “good” or “fair” health.

General Health (Non-standardised <sup>1</sup> ) (2021)	Slough Number	Slough %
Very good health	81,941	51.7%
Good health	53,816	34.0%
Fair health	16,804	10.6%
Bad health	4,625	2.9%
Very bad health	1,314	0.8%



# Population - General wellbeing

Average Score



Slough has similar average scores for anxiety and happiness to the South East and England averages, but has lower average scores for life satisfaction and feeling that the things they do are worthwhile.

Slough has smaller proportions of people with “very good” ratings for anxiety, happiness, life satisfaction, and feeling worthwhile than the England average, but has larger proportions of “good” ratings.

Slough has smaller proportions of “poor” ratings for anxiety and happiness than the England average, but slightly larger proportions for “poor” life satisfaction and feeling worthwhile.

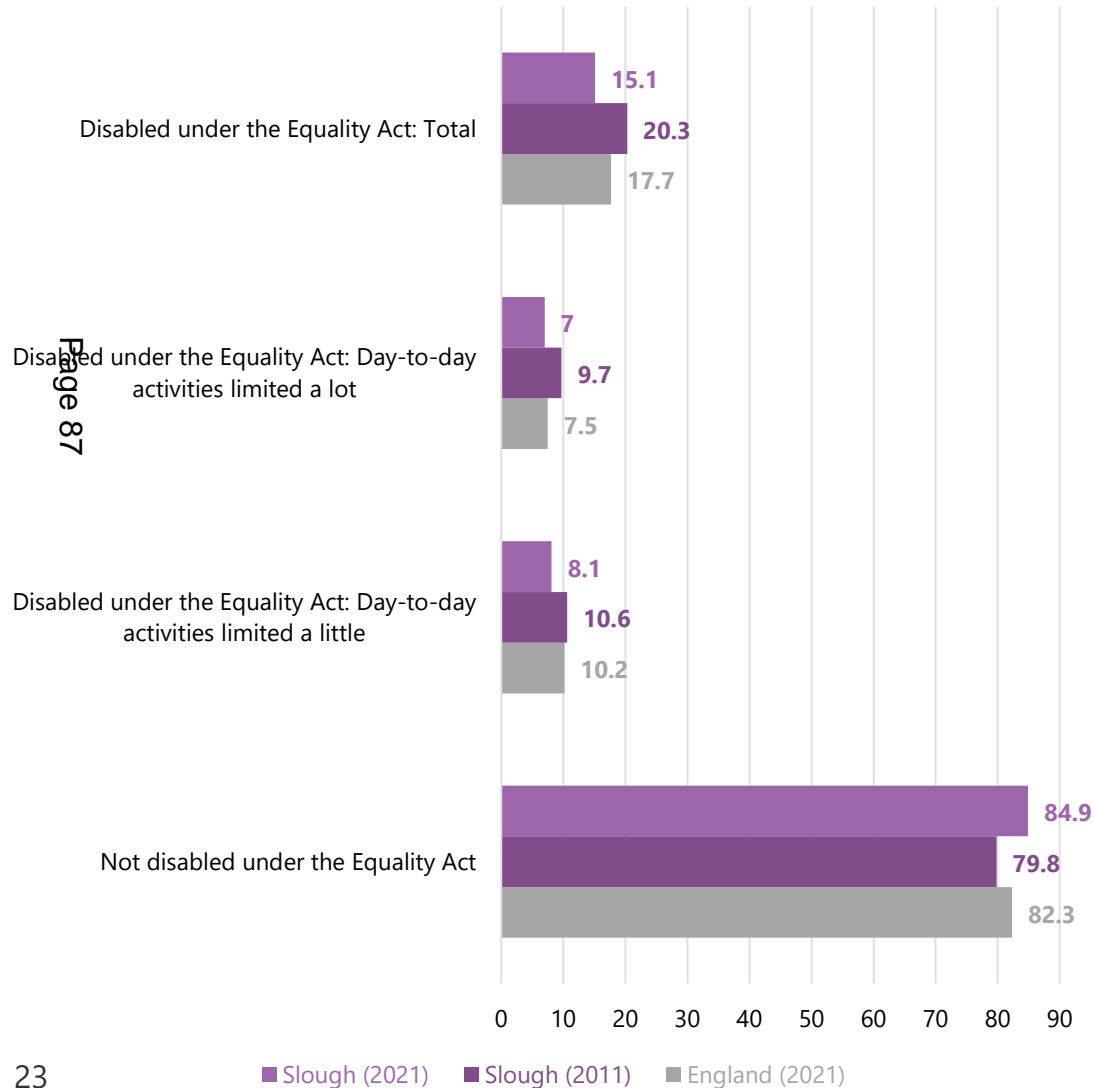
Rating	Slough Anxiety	England Anxiety	Slough Happiness	England Happiness	Slough Life Satisfaction	England Life Satisfaction	Slough Worthwhile	England Worthwhile
Very Good	31.0%	35.7%	31.8%	32.3%	16.0%	26.0%	25.0%	32.6%
Good	29.0%	24.1%	43.8%	42.5%	61.6%	54.0%	53.9%	50.3%
Fair	22.3%	17.6%	16.8%	16.8%	17.0%	15.1%	17.1%	13.1%
Poor	17.8%	22.6%	7.6%	8.4%	5.4%	5.0%	4.1%	4.0%





# Population – Disability (1)

Disability (Standardised)<sup>1</sup>



The proportion of disabled people in Slough has decreased since 2011. However, it is important to note that the ONS has changed the way it identifies disabled people<sup>2</sup>, which may have impacted the number of people identified as disabled in the data.

Slough has a smaller proportion of disabled people than the England average.

Disability (Non-standardised <sup>1</sup> ) (2021)	Slough Number	Slough %
Disabled: Total	17,975	11.3%
Disabled: Day-to-day activities limited a lot	7,880	5.0%
Disabled: Day-to-day activities limited a little	10,095	6.4%
Not disabled/day-to-day activities not limited	140,523	88.7%



# Population – Disability (2)

Number of Disabled People in Household<sup>1</sup>



Slough has a smaller proportion of households with disabled residents than the England average.

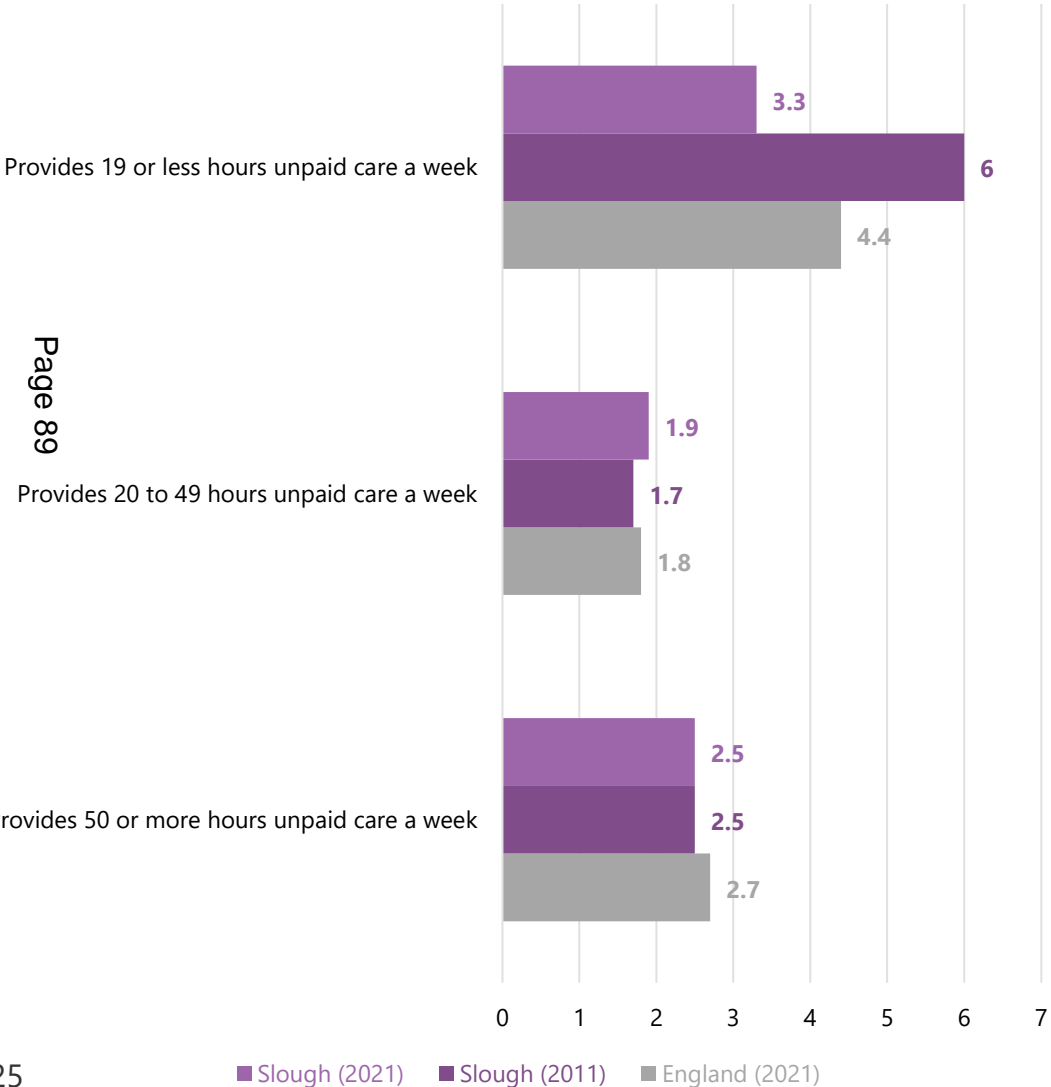
The number of households with one or more disabled people has decreased since 2011. However, it is important to note that the ONS has changed the way it identifies disabled people<sup>2</sup> since 2011, which may have impacted the number of people identified as disabled in the data.

Number of Disabled People in Slough Households <sup>1</sup>	2021	2011	Change
1 person disabled person in household	10,810	11,388	-5%
2 or more disabled people in household	2,998	3,225	-7%
Total households with 1 or more disabled people	13,808	14,613	-6%



# Population – Unpaid care

Unpaid Care (Standardised)<sup>1</sup>



The proportion of residents providing 1-19 hours of unpaid care a week has decreased since 2011, but the proportion of residents providing 20-49 hours has increased slightly.

Slough has a smaller proportion of residents providing 19 hours or less of unpaid care a week than the England average.

Unpaid Care (Non-standardised <sup>1</sup> ) (2021)	Slough Number	Slough %
Provides 1 to 19 hours unpaid care a week	4,506	2.8%
Provides 20 to 49 hours unpaid care a week	2,644	1.7%
Provides 50 or more hours unpaid care a week	2,994	1.9%

# Wider Determinants of Health

# Wider determinants of health

The wider determinants of health are a diverse range of social, economic and environmental factors which influence people's mental and physical health.

Relative contribution of determinants of health:

- 30% - Health Behaviours
- 40% - Socio-economic Factors
- 20% - Clinical Care
- 10% - Built Environment

The Public Health Outcomes Framework uses these six domains to map these determinants.

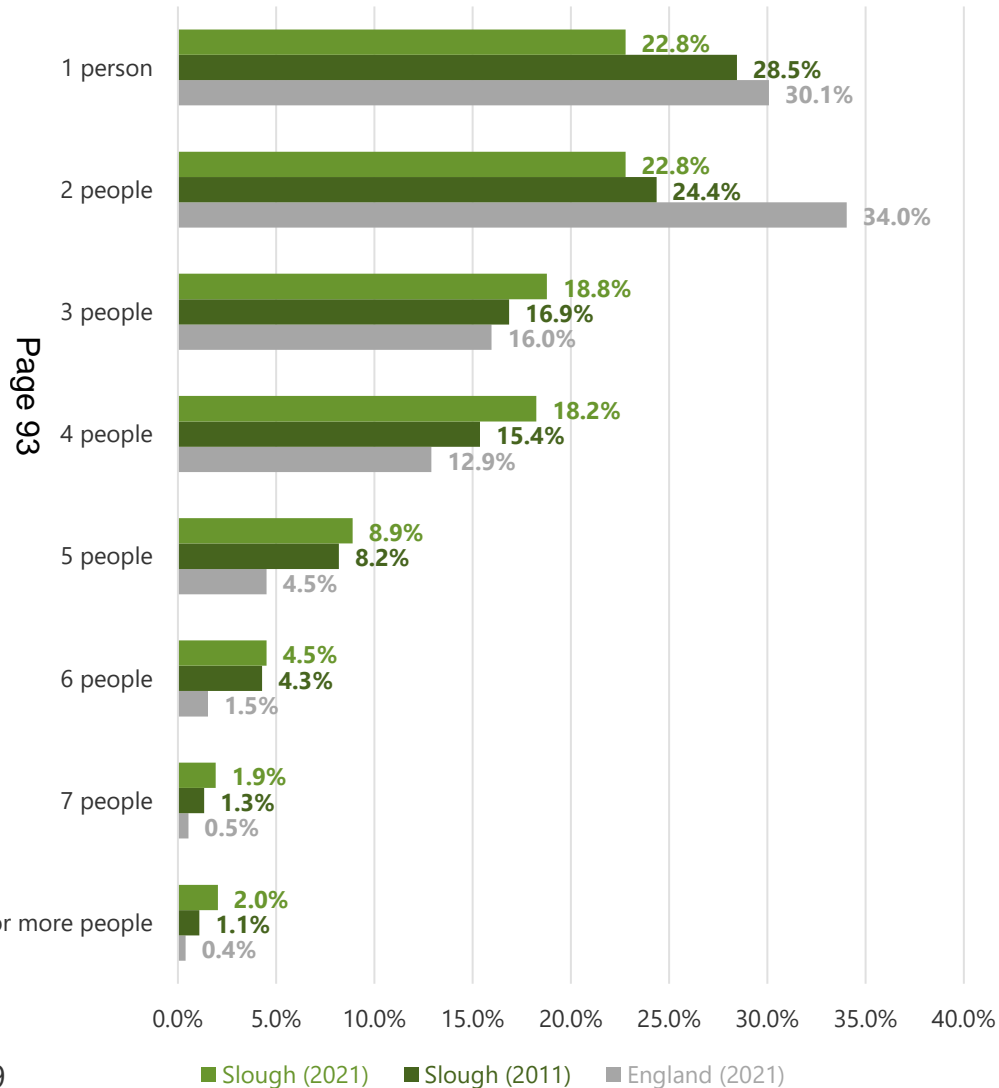






# Built & Natural Environment – Household size

Household Size



There are 52,423 households in Slough.

Slough has the largest average household size in England and Wales at 3 people per household (England: 2.4).

There has been an increase of 49% in the number of households with 7 people and an increase of 92% in the number of households with 8 or more people.

There are now 2,078 households consisting of 7 or more people.





# Built & Natural Environment - Overcrowding

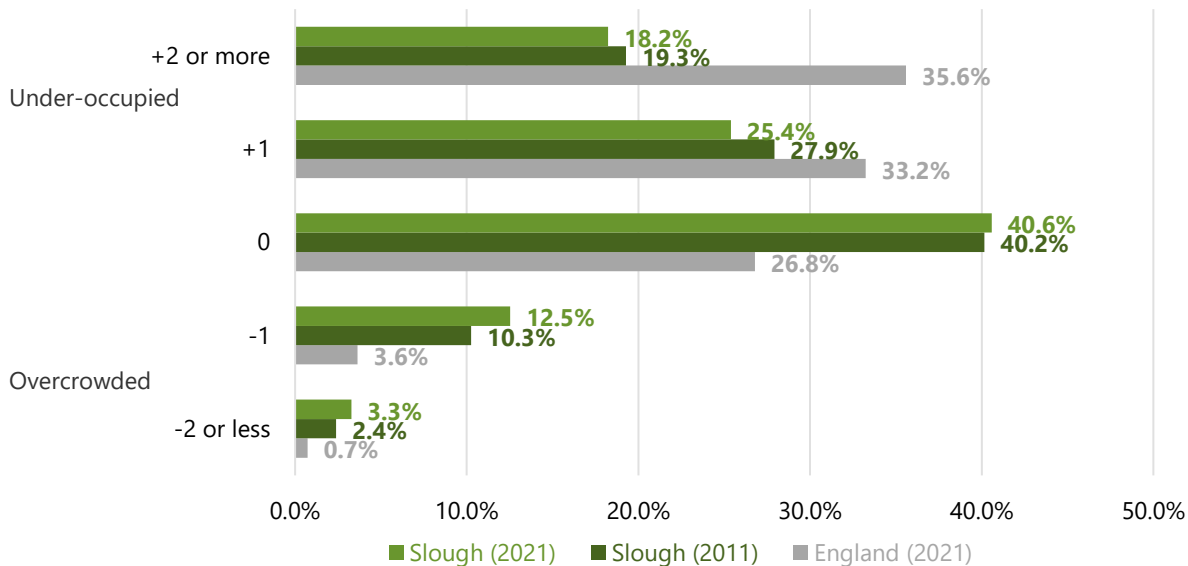
15.8% of households in Slough are overcrowded (England: 4.3%). The number of overcrowded households has increased by 29% since 2011.

Slough has a larger proportion of 1 bedroom households (18.5%) than the England average (11.6%).

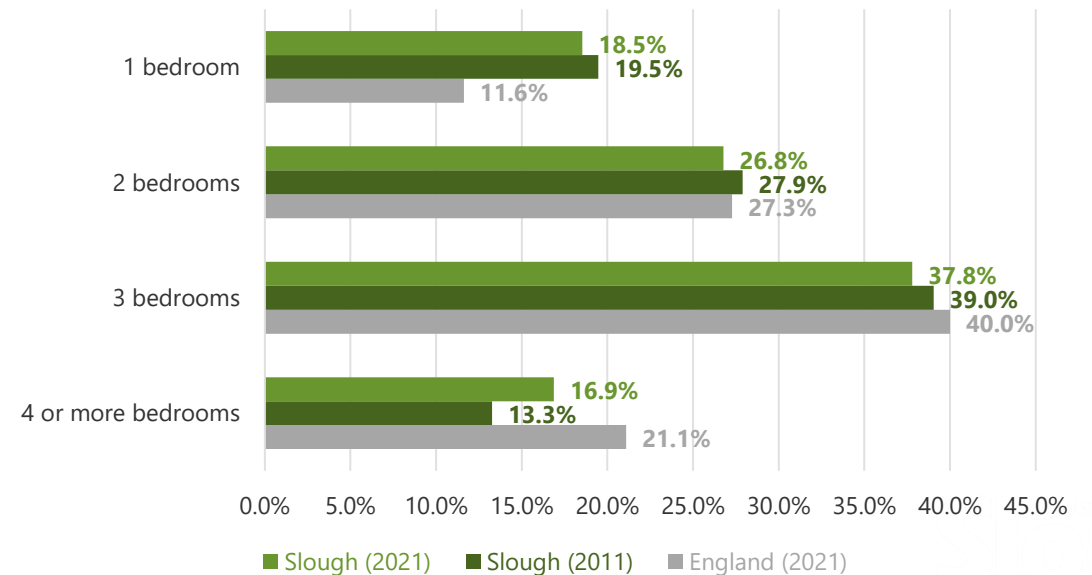
Slough has a smaller proportion of households with 4 or more bedrooms (Slough: 16.9%, England: 21.1%).

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Occupancy Rating for Bedrooms



Number of Bedrooms







## Built & Natural Environment - Tenure

Slough has a lower proportion of households that outright own their homes than the South East and England averages and the lowest proportion in the South East.

The proportion of households that own their home on a mortgage or loan is the same as England.

Slough has a larger proportion of households renting their homes than the South East and England averages.

The number of households renting privately has increased by 30% since 2011.

Tenure of Household	Slough	South East	England
Owned outright	19.5%	34.3%	32.5%
Owned with a mortgage or loan	29.0%	31.4%	28.8%
Private rented	30.7%	19.2%	20.5%
Social rented	19.6%	13.6%	17.1%



## Built & Natural Environment – Accommodation & affordability

Slough has fewer detached houses/bungalows than the South East and England averages and more purpose-built blocks of flats/tenements and terraced houses/bungalows.

Accommodation type	Slough	South East	England
Detached	10.4%	28.0%	22.9%
Semi-detached	29.6%	28.4%	31.5%
Terraced	26.3%	21.3%	23.0%
In a purpose-built block of flats or tenement	29.6%	16.8%	17.1%
Part of a converted or shared house, including bedsits	2.7%	3.1%	3.5%

The average house price in Slough is 9.96 times the average earnings.

	Slough	South East	England
Average house price	£318,081	£388,873	£303,557
Housing affordability ratio	9.96	10.38	8.28

**Slough South East England**

People claiming housing benefit	10.4%	7.1%	8.8%
Households with no central heating	2%	1.3%	1.5%
Households with no car	20.3%	16.9%	23.5%

Slough has larger proportions of people claiming housing benefit and households with no central heating than the South East and England averages.

Slough has a larger proportion of households with no car than the South East average but lower than the England average.



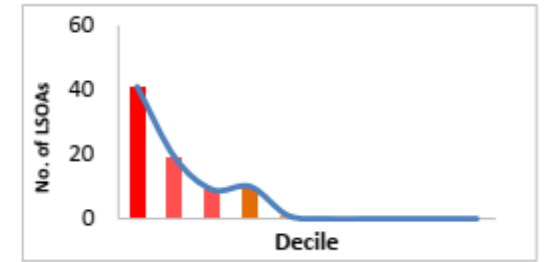


# Built & Natural Environment - Deprivation

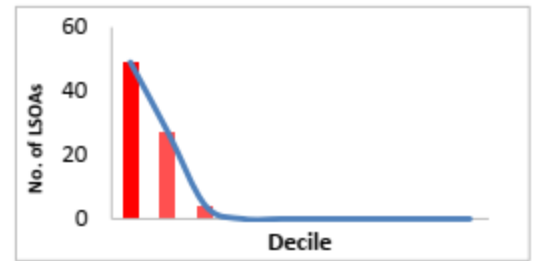
Slough is more deprived than the England average for barriers to housing and services in the 2019 indices of deprivation and is much more deprived than the average for wider barriers (i.e., overcrowding, homelessness, housing affordability). Slough is also more deprived than the England average for living environment (e.g., condition of home, air quality).

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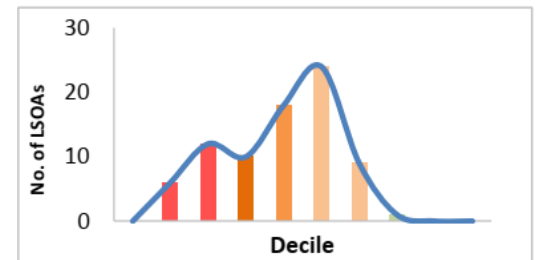
		Most Deprived <span style="float:right">←</span> <span style="float:left">→</span> Least Deprived										
		Decile	1	2	3	4	5	6	7	8	9	10
Barriers to Housing and Services	Number of LSOAs		41	19	9	10	1	0	0	0	0	0
	Percentage of LSOAs		51%	24%	11%	13%	1%	0%	0%	0%	0%	0%
	Cumulative Percentage of LSOAs		51%	75%	86%	99%	100%	100%	100%	100%	100%	100%



		Most Deprived <span style="float:right">←</span> <span style="float:left">→</span> Least Deprived										
		Decile	1	2	3	4	5	6	7	8	9	10
Wider Barriers Sub-domain Decile	Number of LSOAs		49	27	4	0	0	0	0	0	0	0
	Percentage of LSOAs		61%	34%	5%	0%	0%	0%	0%	0%	0%	0%
	Cumulative Percentage of LSOAs		61%	95%	100%	100%	100%	100%	100%	100%	100%	100%



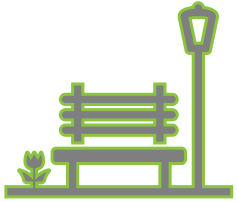
		Most Deprived <span style="float:right">←</span> <span style="float:left">→</span> Least Deprived										
		Decile	1	2	3	4	5	6	7	8	9	10
Living Environment	Number of LSOAs		0	6	12	10	18	24	9	1	0	0
	Percentage of LSOAs		0%	8%	15%	13%	23%	30%	11%	1%	0%	0%
	Cumulative Percentage of LSOAs		0%	8%	23%	35%	58%	88%	99%	100%	100%	100%



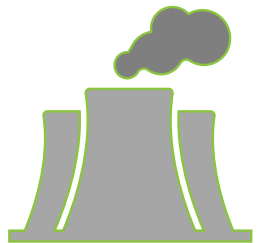
# Green spaces and air quality



Slough has 240 hectares of green space (7.4% of the borough, England: 2.2%).



98 hectares of this is public parks and gardens (3% of the borough, England: 0.8%).



However, Slough has higher than average concentrations of Benzene, Nitrogen Dioxide, Particulates and Sulphur Dioxide.

6.3% of mortality in Slough is attributable to particulate air pollution (England: 5.5%).

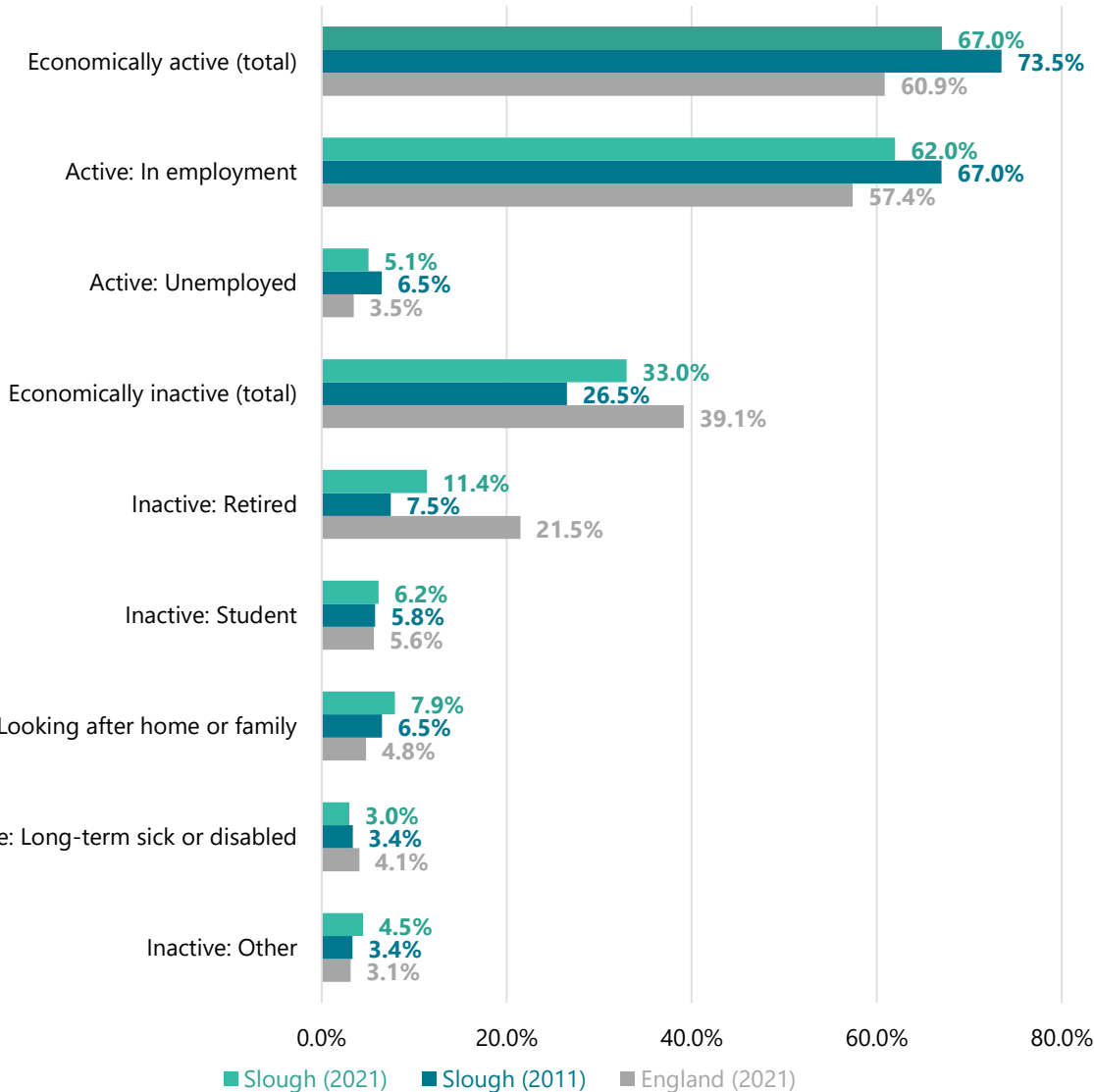






# Work & Labour Market – Economic activity

Economic Activity



67% of Slough's population are economically active (England: 60.9%) and 33% are economically inactive (England: 39.1%)

There has been a larger increase in the number of economically inactive people (+47%) than economically active people (+8%) since 2011.



## Work & Labour Market – Unemployment & job density

Slough is more deprived than the South East average but less than the England average for employment in the 2019 indices of deprivation.

Slough has a larger proportion of people claiming unemployment benefit than the South East and England averages.

Slough has a higher job density than South East and England averages.

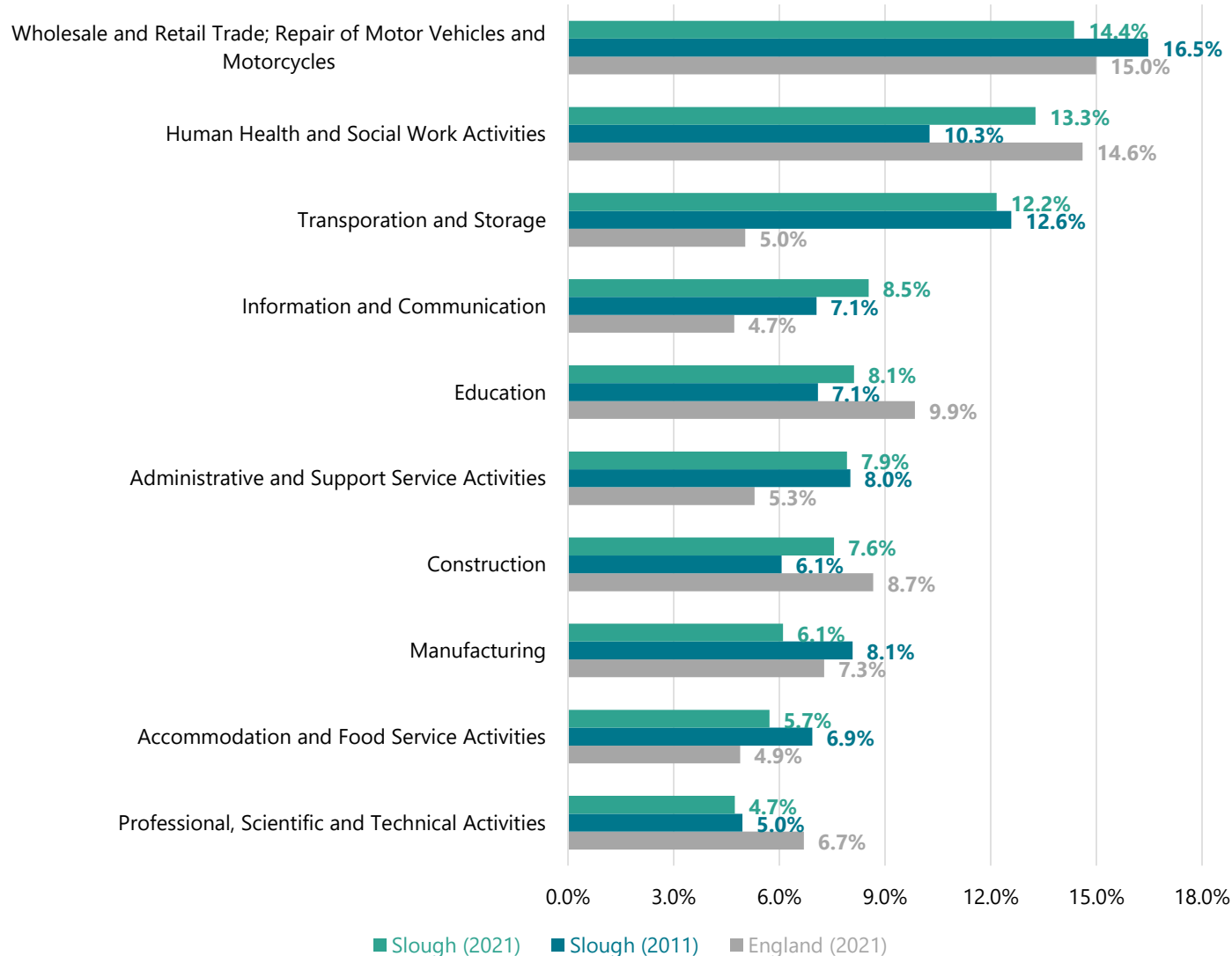
	Slough	South East	England
People claiming unemployment benefit (JSA & UC)	4.9%	2.8%	3.7%
Young people aged 18-24 claiming unemployment benefit (JSA & UC)	5.3%	3.7%	4.8%
Job density (Ratio of jobs to pop aged 16-64)	0.90	0.85	0.85





# Work & Labour Market - Industry

Ten Largest (Broad) Industries in Slough

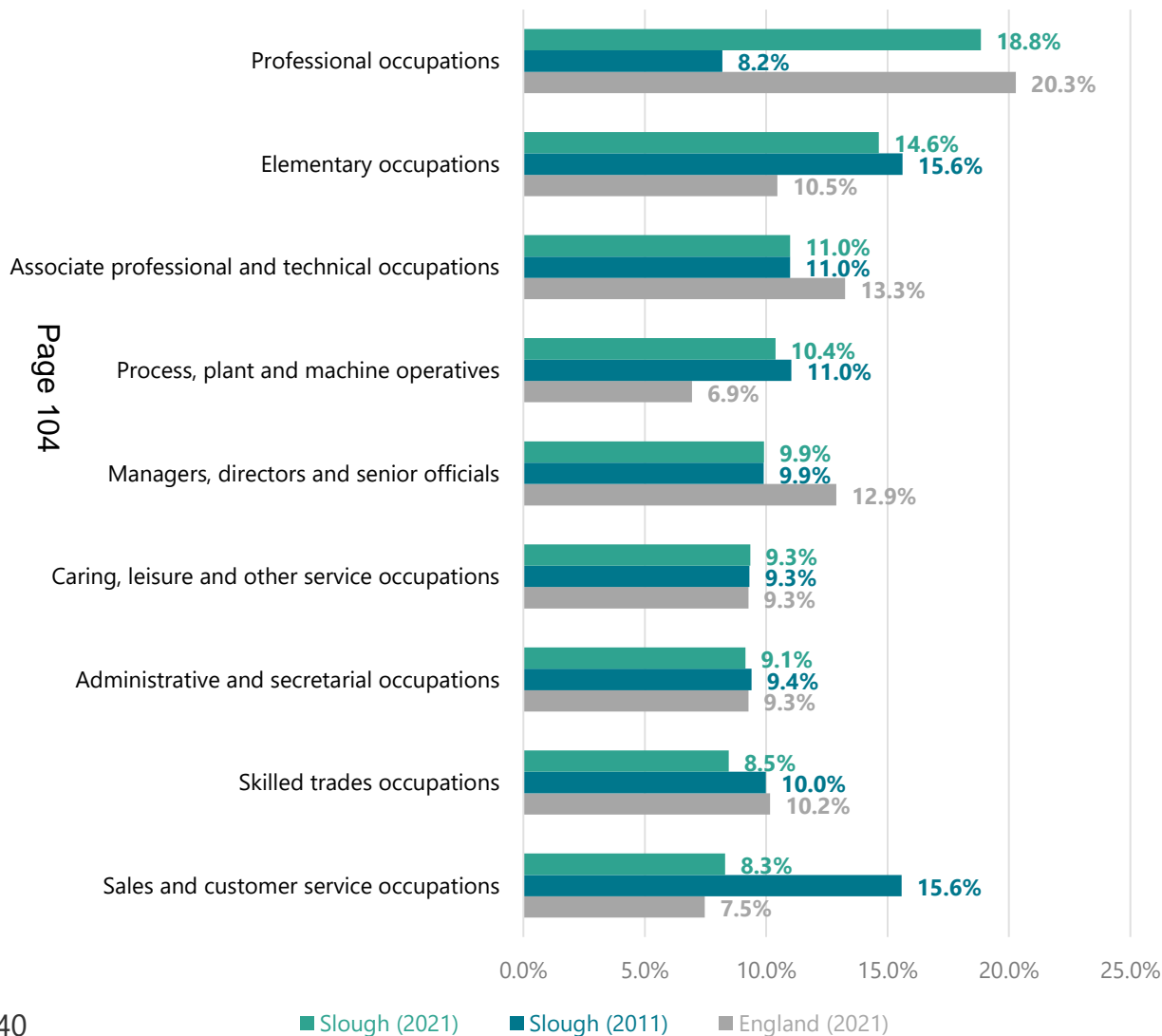


There have been increases of 25% or more in the number of residents working in human health and social work activities, information and communication, education, and construction industries since 2011.



# Work & Labour Market - Occupation

Occupation



There has been a 152% increase in the number of residents working in professional occupations.

There has been a 42% decrease in sales and customer service occupations.





# Work & Labour Market - Salaries

In January 2023, the median salary of advertised jobs in Slough was £35,000.



The median salary for current SBC employees is £30,095.



## Work & Labour Market – Vacancies (1)

Top companies posting job adverts in Slough (Oct 2022 – Dec 2022)

Company	Total Postings	Unique Postings	Posting Intensity	Median Posting Duration (Days)
NHS	4041	644	6:1	35
Academics	1193	349	3:1	52
Reed	835	289	3:1	41
Slough Borough Council	309	132	2:1	60
Mygwork	253	132	2:1	28
Mars Incorporated	218	124	2:1	60
Hays	191	111	2:1	43
O2 Mobile	140	101	1:1	27
Michael Page	183	92	2:1	34
Adecco	275	86	3:1	48
Rise Technical Recruitment Ltd	209	75	3:1	46



## Work & Labour Market – Vacancies (2)

Top occupations in job adverts in Slough (Oct 2022 – Dec 2022)

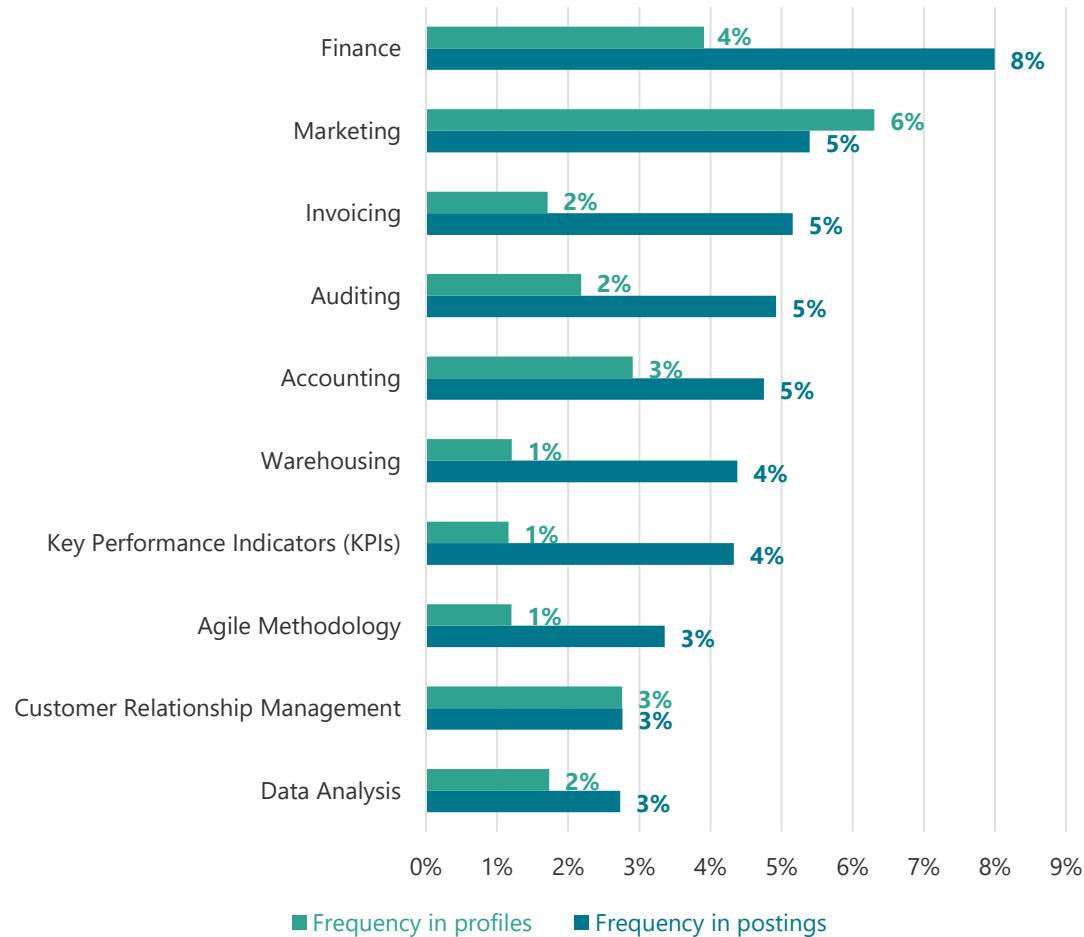
Occupation	Total Postings	Unique Postings	Posting Intensity	Median Posting Duration (Days)
Programmers and software development professionals	667	447	1:1	35
Sales related occupations n.e.c.	847	410	2:1	43
Other administrative occupations n.e.c.	784	351	2:1	40
Customer service occupations n.e.c.	683	300	2:1	46
Teaching assistants	853	299	3:1	41
Marketing and sales directors	490	262	2:1	29
Book-keepers, payroll managers, and wage clerks	488	260	2:1	41
Nurses	2118	255	8:1	32
Elementary storage occupations	552	252	2:1	48
Managers and proprietors in other services n.e.c.	406	206	2:1	34



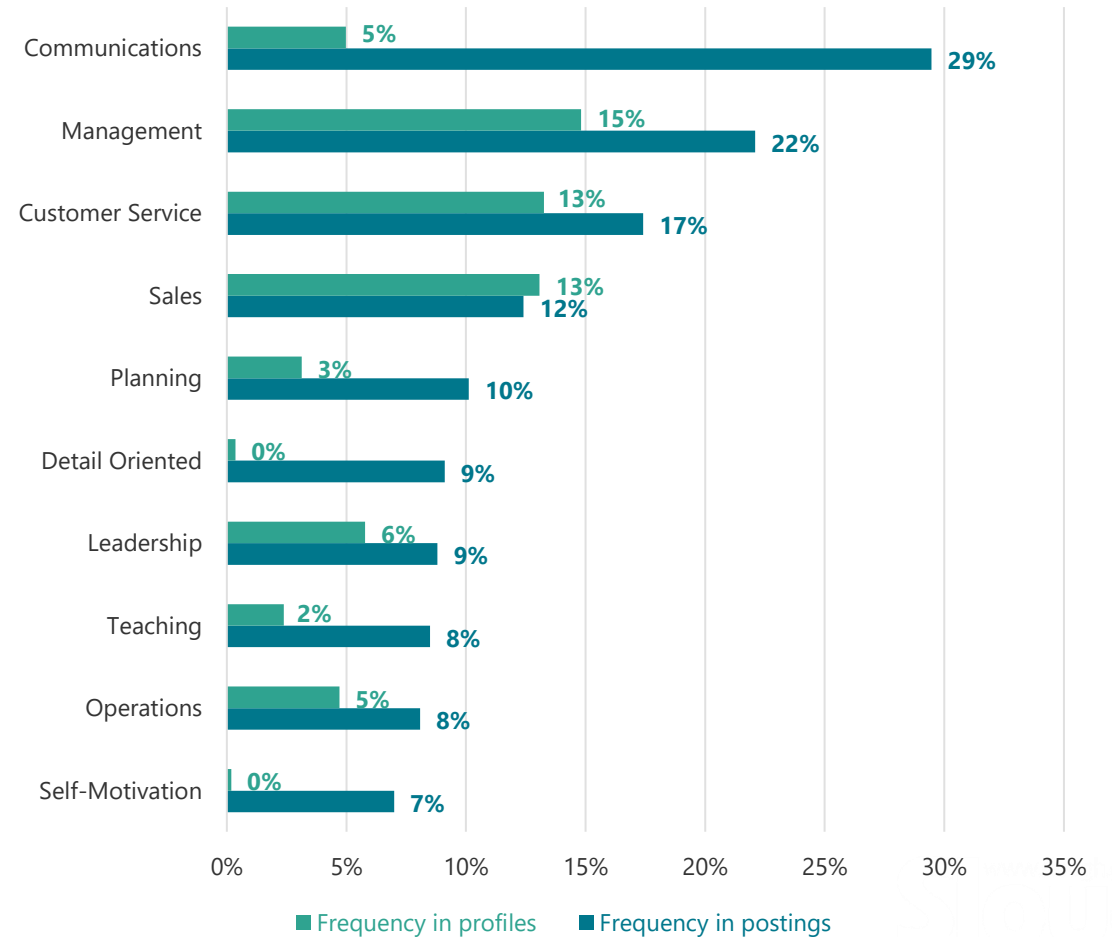
# Work & Labour Market - Skills

Top specialised and common skills in job adverts in Slough (Oct – Dec 2022)

### Top Specialised Skills



### Top Common Skills







## Vulnerability – Family income, fuel poverty & loneliness

	Slough	South East	England
Children in relative low-income families	24.4%	14.6%	19.5%
Children in absolute low-income families	17.9%	10.6%	15.0%
Pensioners in poverty (receiving pension credit)	17.7%	9.6%	11.3%
Households living in fuel poverty	9.4%	8.5%	13.3%
Hardship Fund Vulnerability Index score (higher score = more vulnerable)	123	109	131
Loneliness Index score (lower score = more loneliness)	-1.4	0.9	0.1

Slough has the largest proportions of children in relative and absolute low income families and pensioners in poverty in Berkshire and has larger proportions than the South East and England averages.

5,180 households were estimated to live in fuel poverty in 2020. Analysis from Frimley Health and Care estimates a significantly larger proportion of the population is at risk.

Slough scored as more vulnerable than the South East average but less than the England average on the Hardship Fund Vulnerability Index.

Slough has a higher rate of loneliness than the South East and England averages.





# Vulnerability - Homelessness

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	2020-21	2021-22	2022-23
Number of Homeless Reduction Act (HRA) approaches	1745	1822	2086
Preventions	351	212	122
New Homeless cases opened	466	466	252 (Sept)
% Homeless cases agreed	31% (114/373)	38% (170/446)	31% (44/141) (Sept)
Numbers currently in TA	414	462	676 (Estimate)

Slough has a rising number of homeless households and people living in Temporary Accommodation.

There are key challenges around housing supply stock availability and affordability.

The private rented sector is being placed under pressure due to no fault evictions (section 21) and additional expense for landlords, leading many to sell.

The voluntary sector are reporting a significant increase in people struggling with bills and the cost of living.

Around 70% of rough sleepers in Slough currently have No Recourse to Public Funds.



# Vulnerability – Support

In 2022, Slough Foodbank provided 601 fuel vouchers (97% increase from 2021) and 4,183 food vouchers (19% increase from 2021).

In Jan-Jun 2023, Slough Foodbank provided 5,710 food parcels (31% increase from Jan-June 2022). 39% of food parcels were for children.

Citizens Advice East Berkshire have reported a significant increase in demand:

- No of clients: doubled.
- No w. debt issues: doubled.
- No w. fuel debt: tripled.
- No seeking benefits advice: 50% increase

In Dec. 22 – Feb. 23, Citizens Advice East Berkshire gave advice to 365 people:

- 62% were women
- 56% were disabled or have a long-term health condition
- 58% were from Black Asian and Minority Ethnic backgrounds

The top four issues were:

1. Housing – 29%
2. Benefits – 21%
3. Legal – 8%
4. Debt – 7%





## Vulnerability – Vulnerable children

Rate (per 10,000 0-17 year olds)	Slough	South East England	
Rate of Targeted Early Help	145.0	125	N/A
Rate of Children in Need	397.5	329.1	334.3
Rate of children subject to Children in Need Plans	109.0	105.8	91.2
Rate of children subject to Child Protection Plans	58.0	43.1	42.1
Rate of Children Looked After	56.8	56	70

Slough has higher than average rates of Children in Need and children receiving Targeted Early Help and Child Protection Plans.

Slough has a lower rate of Children Looked After than the England average and is similar to the South East average.





## Vulnerability – Projected adult needs (aged 18-64)

- PANSI projects increases in learning and physical disabilities and mental illness in Slough's population aged 18-64 from 2020 to 2030.
- Most of these increases are in line with the increases for the South East and England.
- However, Slough is predicted to have larger increases in impaired mobility and personal care disabilities in the population than the South East and England.

<b>Projected population change from 2020 to 2030 (Aged 18-64)</b>	<b>Slough Residents 2020</b>	<b>Slough Residents 2030</b>	<b>Slough Change</b>	<b>South East Change</b>	<b>England Change</b>
Learning Disability	2,235	2,268	+1.5%	+1.1%	+1.9%
Down's Syndrome	57	58	+1.8%	+0.7%	+1.5%
Autism	930	953	+2.5%	+1.1%	+2.0%
Common Mental Health Problems	17,191	17,336	+0.8%	+0.6%	+1.4%
Impaired Mobility	4,596	4,846	+5.4%	+2.6%	+3.3%
Personal Care Disability	4,059	4,324	+6.5%	+1.5%	+2.1%



## Vulnerability – Projected adult needs (aged 65 and over)

- POPPI projects increases in support needs, health issues, and disabilities in Slough’s population aged 65 and over from 2020 to 2030.
- Most of these increases are in line with the increases for the South East and England.
- However, Slough is predicted to have larger increases in learning disabilities, Autism, depression, and cardiovascular disease in the population than the South East and England.

<b>Projected population change from 2020 to 2030 (Aged 65 and over)</b>	<b>Slough Residents 2020</b>	<b>Slough Residents 2030</b>	<b>Slough Change</b>	<b>South East Change</b>	<b>England Change</b>
Learning Disability	325	404	+24.3%	+20.9%	+20.8%
Autism	146	185	+26.7%	+22.3%	+22.0%
Impaired Mobility	2,749	3,393	+23.4%	+24.1%	+23.0%
Self Care Disability	4,309	5,416	+25.7%	+23.7%	+22.9%
Limiting Long-Term Illness (activities limited a lot)	4,271	5,255	+23.0%	+24.3%	+23.0%
Need help with at least one domestic task	4,323	5,434	+25.7%	+24.0%	+23.1%
Depression	1,326	1,667	+25.7%	+21.2%	+20.9%
Dementia	1,041	1,301	+25.0%	+26.7%	+25.2%
Cardiovascular Disease	4,879	6,158	+26.2%	+22.5%	+22.0%





## Income – Weekly earnings

Slough residents earn £27.8 less per week than the regional average.

There is a gap of £84 between Slough residents (£657.5) and all those who work in Slough (£741.5).

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<b>Earnings by Residence: Gross Weekly Pay (£)</b>	<b>Slough</b>	<b>South East</b>	<b>Great Britain</b>
Full Time Earners	657.5	685.3	642.2
Males	683.2	735.4	687.5
Females	625.7	610.7	584.5

<b>Earnings by Place of Work: Gross Weekly Pay (£)</b>	<b>Slough</b>	<b>South East</b>	<b>Great Britain</b>
Full Time Earners	741.5	664.3	642.0
Males	831.7	708.9	686.7
Females	658.1	593.8	584.5

<b>Earnings by Residence: Hourly Pay (£) (excl. overtime)</b>	<b>Slough</b>	<b>South East</b>	<b>Great Britain</b>
Full Time Earners	16.93	17.58	16.37
Male	18.15	18.49	16.97
Females	15.56	16.26	15.49

<b>Earnings by Place of Work: Hourly Pay (£) (excl. overtime)</b>	<b>Slough</b>	<b>South East</b>	<b>Great Britain</b>
Full Time Earners	18.99	16.99	16.37
Male	20.26	17.88	16.96
Females	17.35	15.65	15.48



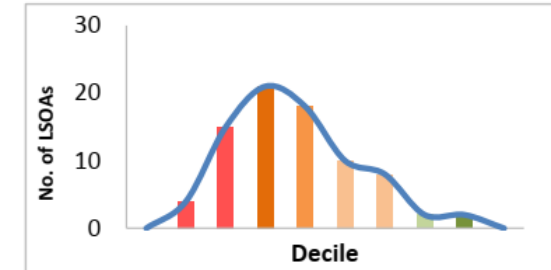
# Income – Deprivation

The charts below show where Slough’s neighbourhoods fall on the income domains of the 2019 Indices of Deprivation. For all three, most of Slough’s LSOAs fall below the national average.

For further data on children living in low-income families and pensioners in poverty, please see slide 45.

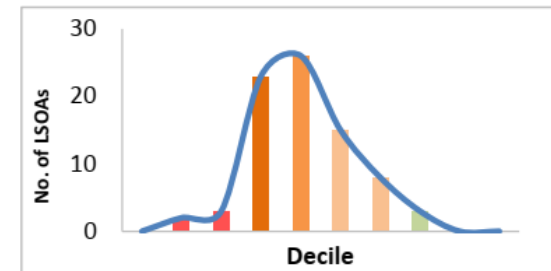
Most Deprived → Least Deprived

Decile		1	2	3	4	5	6	7	8	9	10
Page 118 <b>Income</b>	Number of LSOAs	0	4	15	21	18	10	8	2	2	0
	Percentage of LSOAs	0%	5%	19%	26%	23%	13%	10%	3%	3%	0%
	Cumulative Percentage of LSOAs	0%	5%	24%	50%	73%	85%	95%	98%	100%	100%



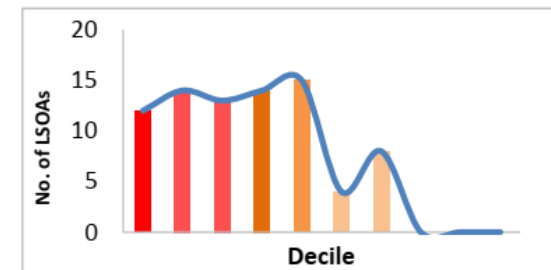
Most Deprived → Least Deprived

Decile		1	2	3	4	5	6	7	8	9	10
<b>Income Deprivation Affecting Children Index (IDACI)</b>	Number of LSOAs	0	2	3	23	26	15	8	3	0	0
	Percentage of LSOAs	0%	3%	4%	29%	33%	19%	10%	4%	0%	0%
	Cumulative Percentage of LSOAs	0%	3%	6%	35%	68%	86%	96%	100%	100%	100%



Most Deprived → Least Deprived

Decile		1	2	3	4	5	6	7	8	9	10
<b>Income Deprivation Affecting Older People (IDAOP)</b>	Number of LSOAs	12	14	13	14	15	4	8	0	0	0
	Percentage of LSOAs	15%	18%	16%	18%	19%	5%	10%	0%	0%	0%
	Cumulative Percentage of LSOAs	15%	33%	49%	66%	85%	90%	100%	100%	100%	100%









# Crime - Rates

*Year ending December 2022*

Crime	Slough Number	Slough Rate (per 1,000 pop)	TVP Rate (per 1,000 pop)	Eng & Wal Rate (per 1,000 pop)
Total recorded crime	16,352	103	71	93
Violence against the person	6,281	40	26	36
Sexual offences	479	3	3	3
Theft offences	4,979	31	22	28
Criminal damage	1,532	10	7	9
Drug offences	484	3	2	3
Public order offences	2,045	13	9	10





# Education – EYFS

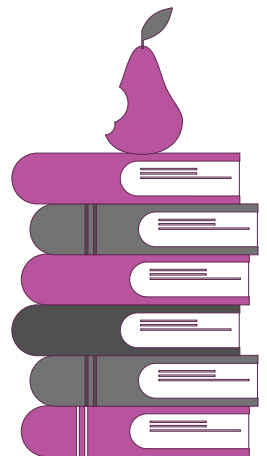
EYFS - Percentage achieving a good level of development



Prior to COVID, Slough was performing in the top quartile nationally for the proportion of children who achieved a good level of development at Early Years Foundation Stage.

Slough is now slightly below the national average.

The 2023 results are provisional.





# Education – Key Stage 2

Slough significantly exceeds the national average for attainment at KS2.  
2023 results are provisional.

KS2 - Percentage achieving expected standard - Reading, Writing and Maths (Combined)

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KS2 - Percentage achieving higher standard - Reading, Writing and Maths (Combined)

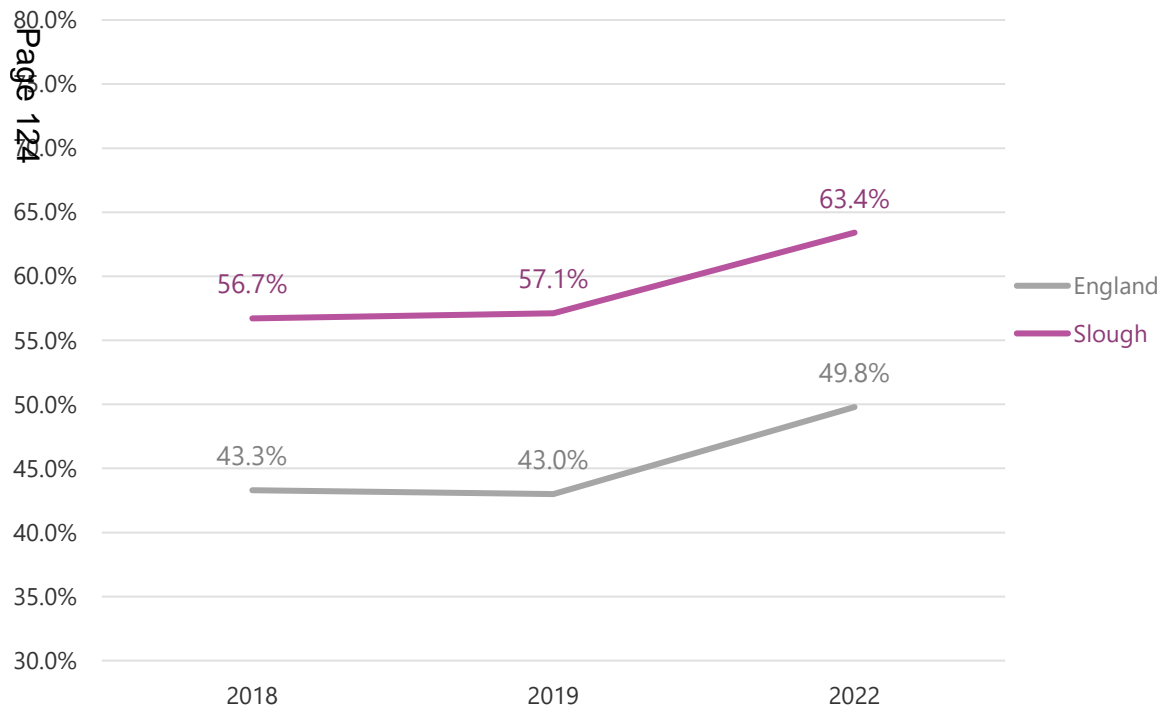




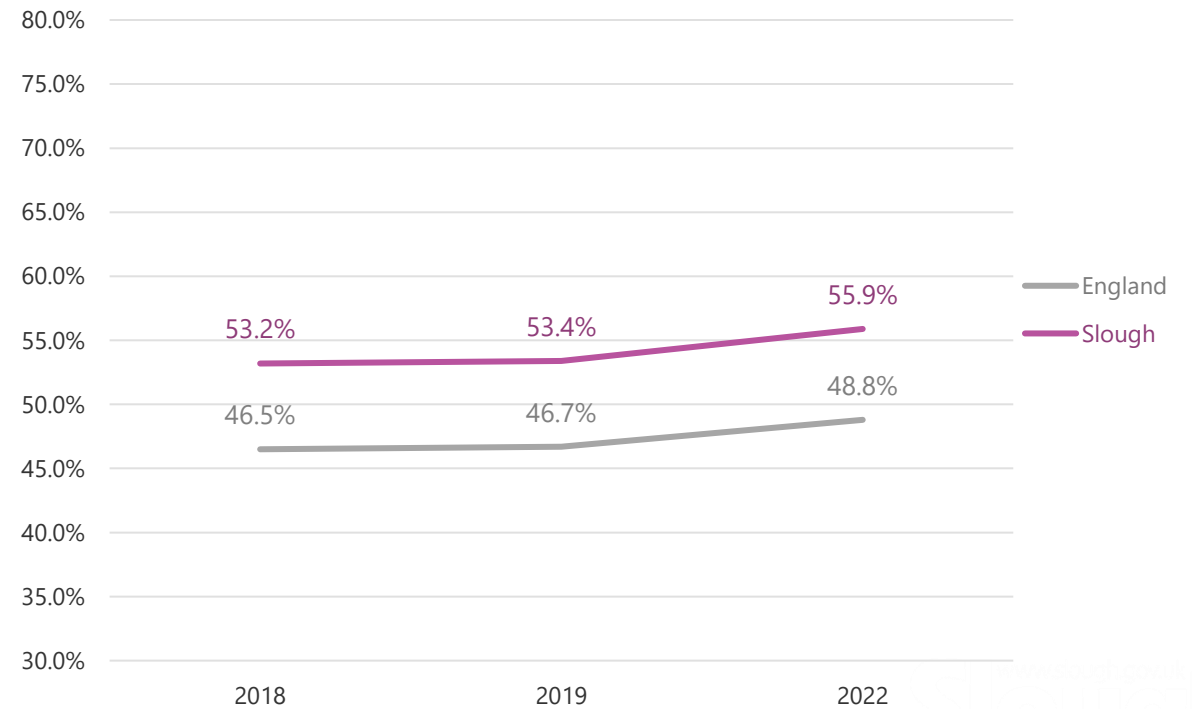
# Education – Key Stage 4

Slough's results continue to exceed national averages at KS4, falling in the top quartile.

Percentage Grade 5 or above in English and Maths GCSEs



Attainment 8



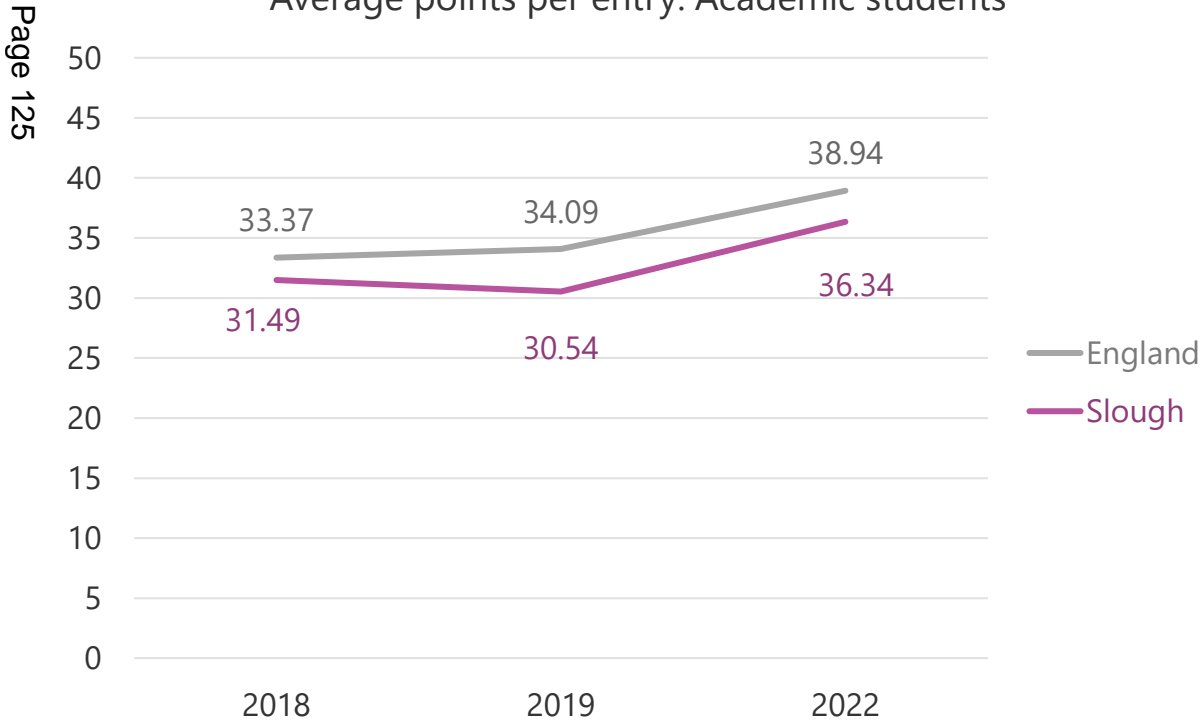


# Education – Post-16

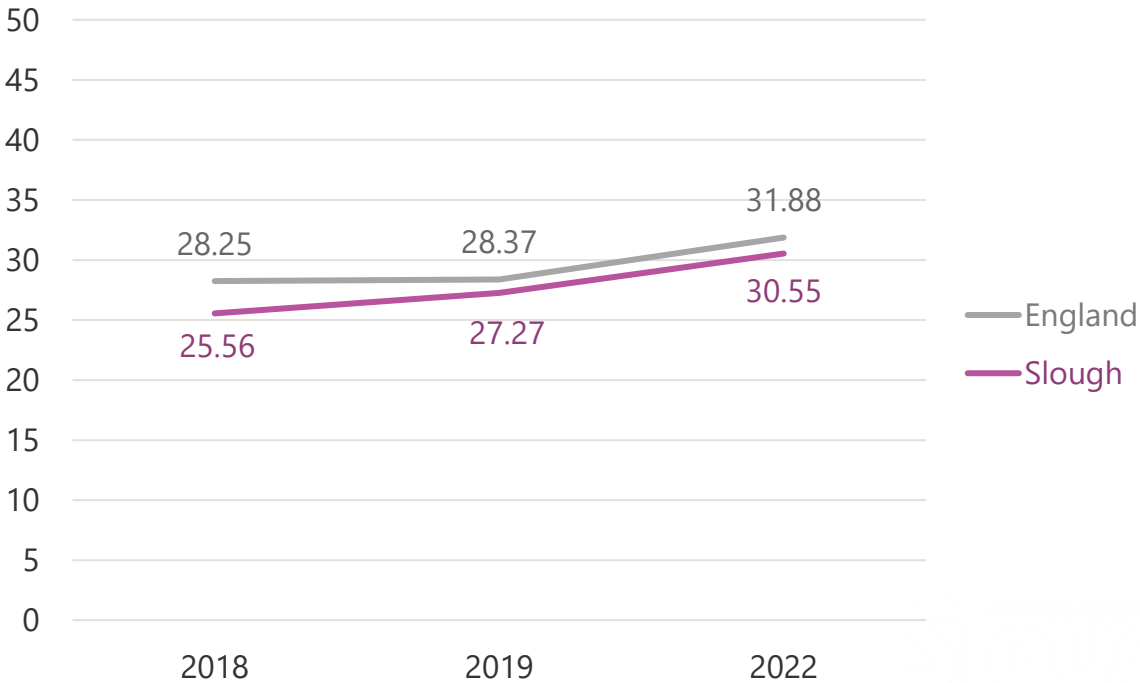
94.3% of 16-17 year olds in Slough are in Education or Training (SE: 92.0%, Eng: 92.9%)

However, Slough is achieving lower grades (fewer average points per entry) at A-level or equivalent than the England average.

Average points per entry: Academic students



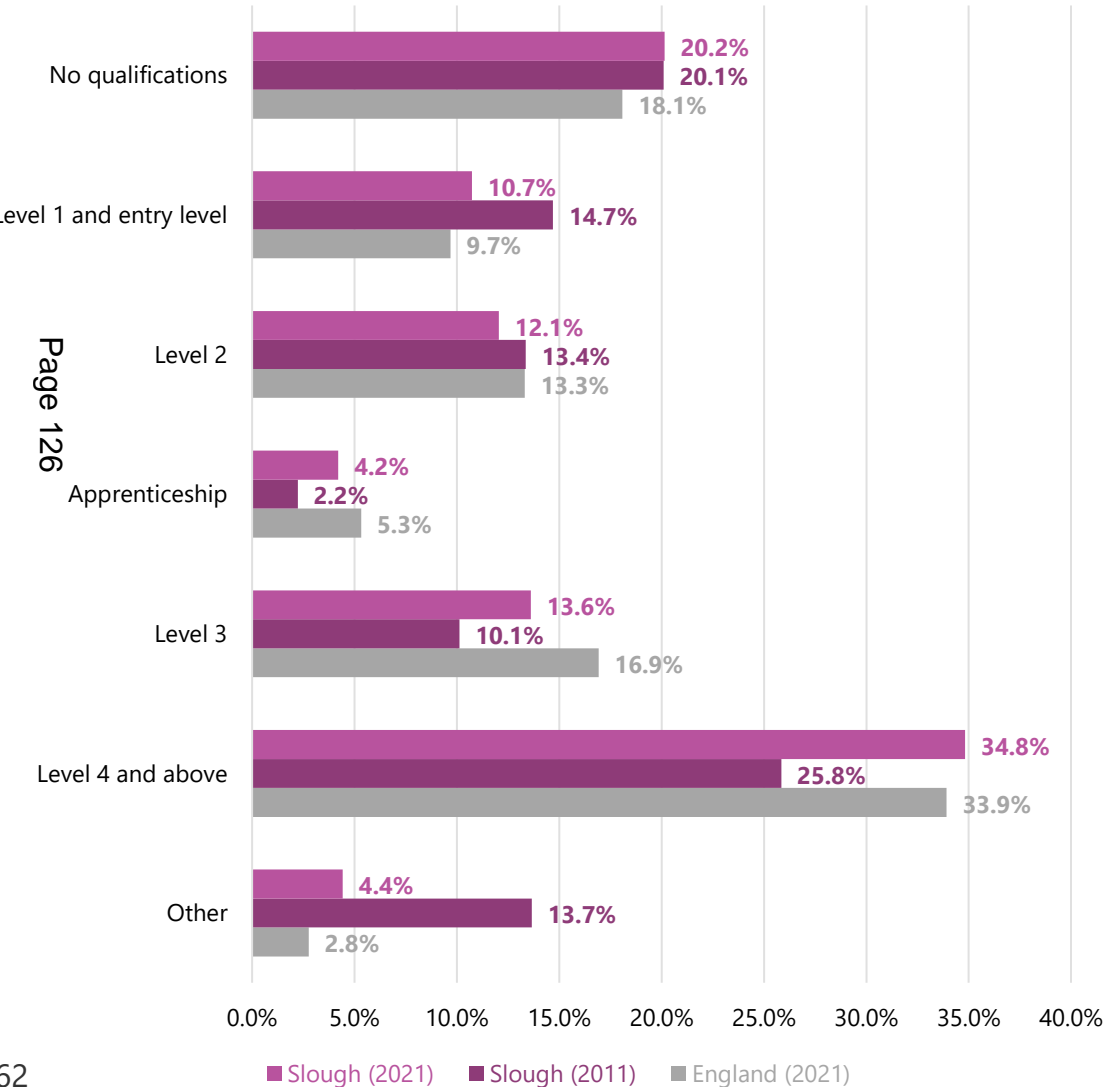
Average points per entry: Applied general students





# Education - Qualifications

Highest Qualification



There has been a 50% increase in the number of Slough's residents holding a level 4 qualification (degree equivalent) or above since 2011.

Slough is slightly below the national average in terms of levels of qualification – falling in the 41<sup>st</sup> percentile nationally.<sup>1</sup>

Highest Qualification: Number of Slough Residents (Aged 16 or Over)	2021	2011
No qualifications	23,966	21,434
Level 1 and entry	12,764	15,673
Level 2	14,336	14,256
Apprenticeship	5,004	2,371
Level 3	16,181	10,790
Level 4 and above	41,423	27,560
Other	5,260	14,561

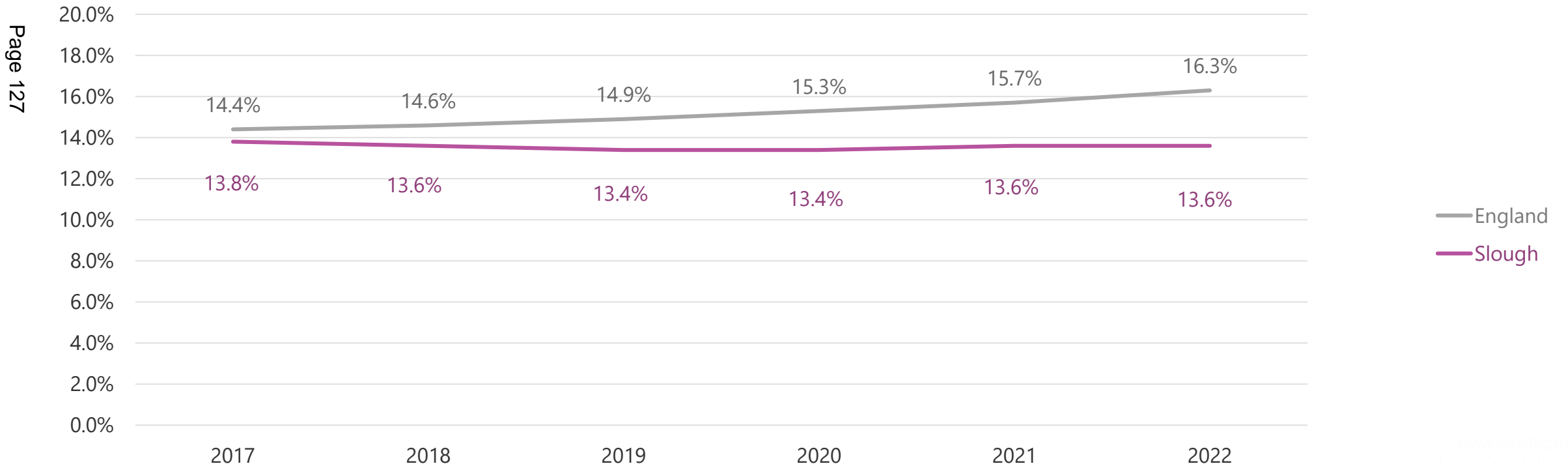




# Education - SEND

4,587 (13.6%) of children in Slough schools have a Special Educational Need or Disability. This proportion has remained consistent since 2017 and is below the national average.

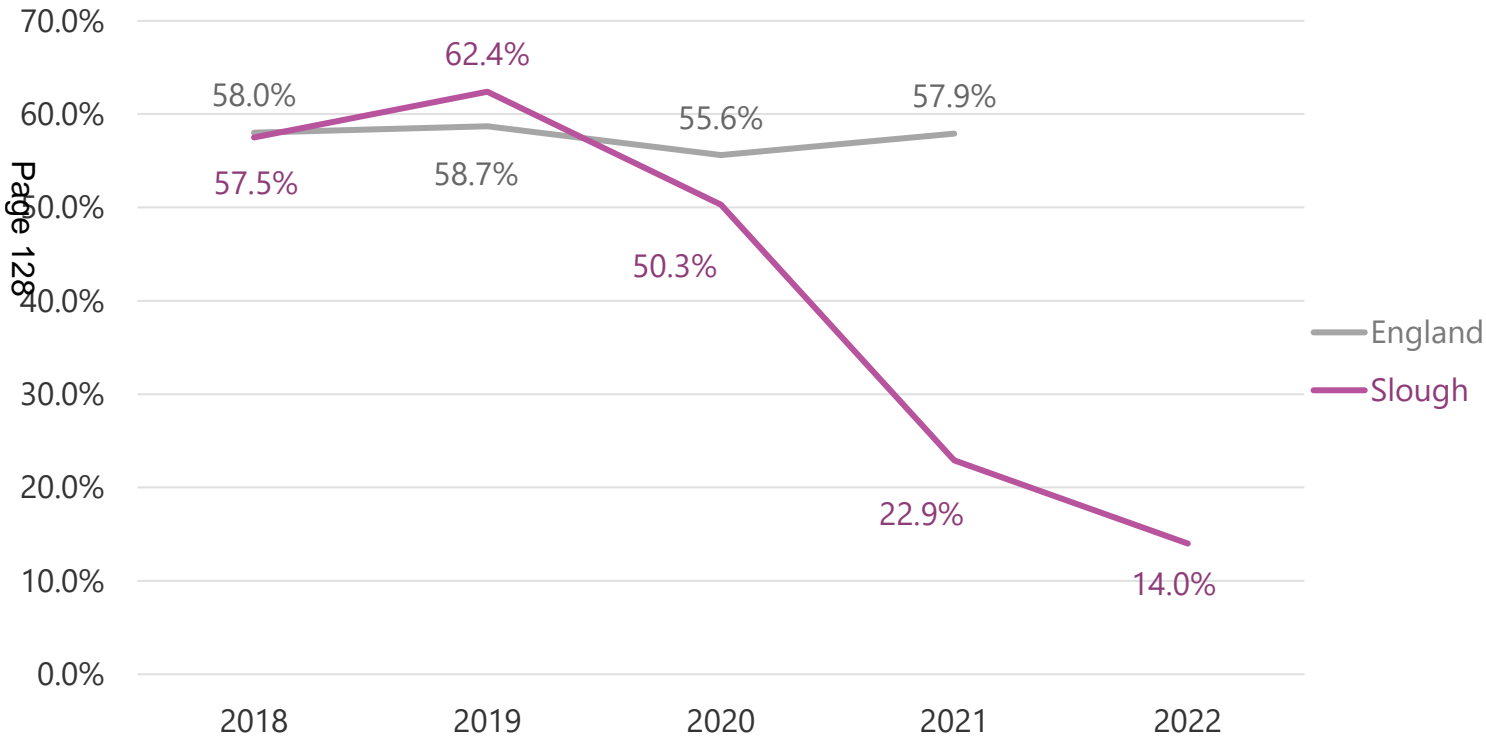
Percentage of pupils with SEND: all Slough schools





# Education – EHC plans

Percentage of new EHC plans issued within 20 weeks



Slough has fallen significantly below the national average for the proportion of EHC plans that are completed within the statutory 20 week timescale.

Of the children with an EHC Plan, the most prevalent primary needs are:

- 35.5% are Autistic
- 17.3% have Speech, Language, and Communication challenges
- 7.7% have Social, Emotional, and Mental Health challenges
- 6.8% have Moderate Learning Difficulties



# Education – SEN support & EHC plan attainment

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Area	Measure (2021/22)	Slough	SE	England
EYFS	% of pupils w. <b>SEN support</b> : good level of development	20.2%	24.4%	22.9%
EYFS	% of pupils w. <b>EHC plan</b> : good level of development	0.0%	4.4%	3.6%
KS2	% of pupils w. <b>SEN support</b> : expected standard - Reading, Writing, Maths	21.0%	20.0%	21.0%
KS2	% of pupils w. <b>EHC plan</b> : expected standard - Reading, Writing, Maths	10.0%	8.0%	7.0%
KS4	& of pupils w. <b>SEN support</b> : Grade 5+ in English & Maths GCSE	24.1%	22.9%	22.4%
KS4	& of pupils w. <b>EHC plan</b> : Grade 5+ in English & Maths GCSE	12.3%	7.4%	6.9%
NEET	% of 16-17 year olds w. <b>SEN support</b> not participating in education, employment or training	10.3%	9.0%	8.4%
NEET	% of 16-17 year olds w. <b>EHC plan</b> not participating in education, employment or training	9.3%	7.7%	8.6%
Level 3	% of 19 year olds w. <b>SEN support</b> qualified to lv.3	41.3%	35.3%	35.4%
Level 3	% of 19 year olds w. <b>EHC plan</b> qualified to lv.3	16.7%	14.1%	14.0%

## Children with SEN in Slough:

- Have relatively lower readiness for school
- attain comparatively strong educational outcomes from Key Stage 1 to Key Stage 3
- have a mix of outcomes at Key Stage 4 and transition to adulthood, with lower levels of participation in Education, Employment, or Training
- Comparatively strong educational outcomes for 19 years olds qualified to level 2 and 3

# Sources

## Data in this pack:

- [2021 Census](#)
- [2011 Census](#)
- [2019 Indices of Deprivation](#)
- [ONS: People, population and community](#)
- [OHID: Fingertips Public Health Data](#)
- [NOMIS: Census & Labour Market](#)
- [Community Safety Partnership Recorded Crime](#)

## Other useful sources:

- [Berkshire Observatory](#)
- [Berkshire East JSNA](#)
- [PHOF Wider Determinants of Health](#)
- [Local Insight](#) (login required – contact Strategic Insight Team)

## Appendix C - Corporate Plan Consultation Summary

Contact Officer – Tom Overend, Strategy & Policy Lead

### 1. Overview

Slough Borough Council conducted a consultation on the draft Corporate Plan structure, via its Citizen Space platform. The consultation ran from 26<sup>th</sup> June to the 7<sup>th</sup> August 2023. There were 169 responses in total, 159 of which were from residents. A breakdown of the respondents is included in section 4.

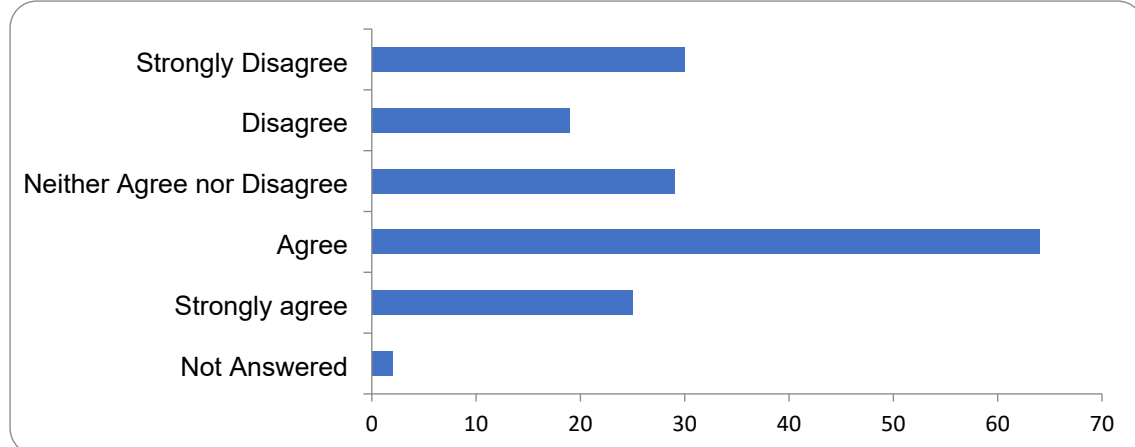
Respondents were given the opportunity to review the Slough Insight Pack evidence base, and the plan’s draft structure:

- Purpose – SBC’s key mission statement and driving focus for the council
- Approach – five values demonstrating the type of council we wish to be, how we will work and our relationship with residents and partners
- Priorities – three strategic objectives summarising the key challenges we will look to address over the next four years

Respondents were asked to state the extent to which they agreed with the above elements of the plan, and were also given the opportunity to comment in their own words.

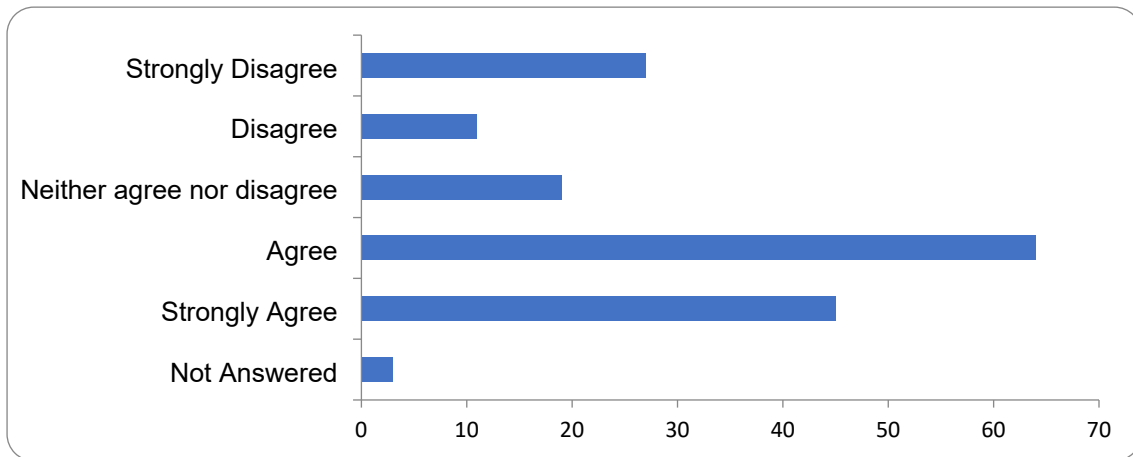
### 2. Summary

Our Purpose: Closing the healthy life expectancy gap, by focusing on children



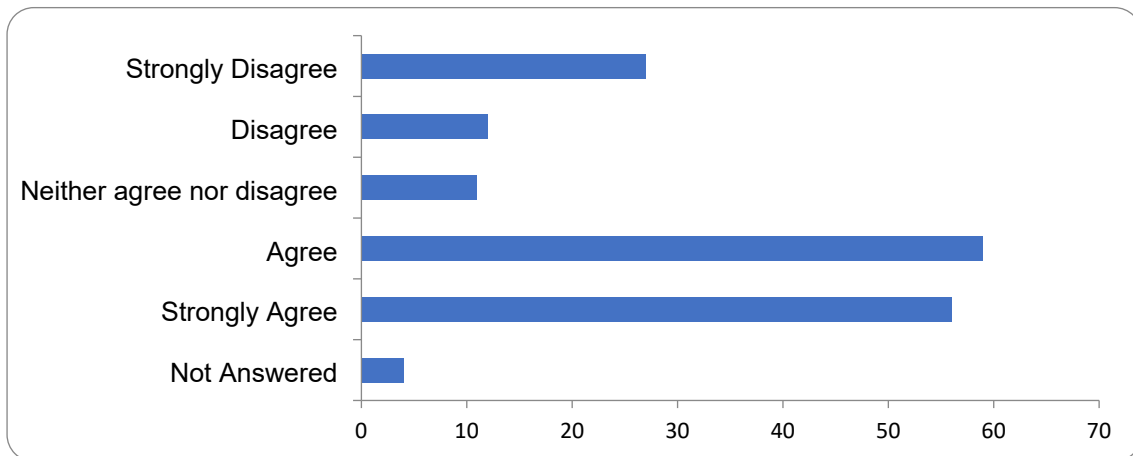
Option	Total	Percent
Strongly Disagree	30	17.75%
Disagree	19	11.24%
Neither Agree nor Disagree	29	17.16%
Agree	64	37.87%
Strongly agree	25	14.79%
Not Answered	2	1.18%

Our approach: Resident Focused



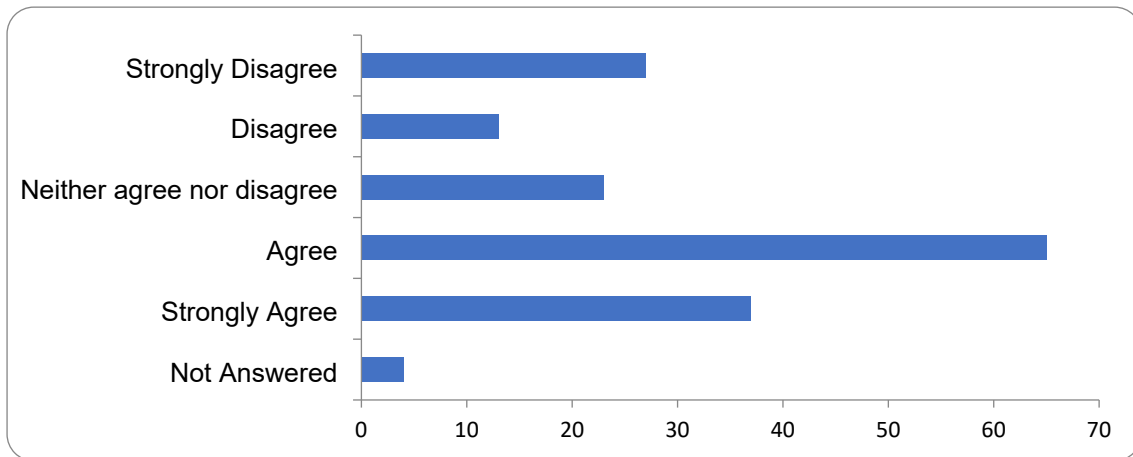
Option	Total	Percent
Strongly Disagree	27	15.98%
Disagree	11	6.51%
Neither agree nor disagree	19	11.24%
Agree	64	37.87%
Strongly Agree	45	26.63%
Not Answered	3	1.78%

Our approach: Providing Financial Sustainability



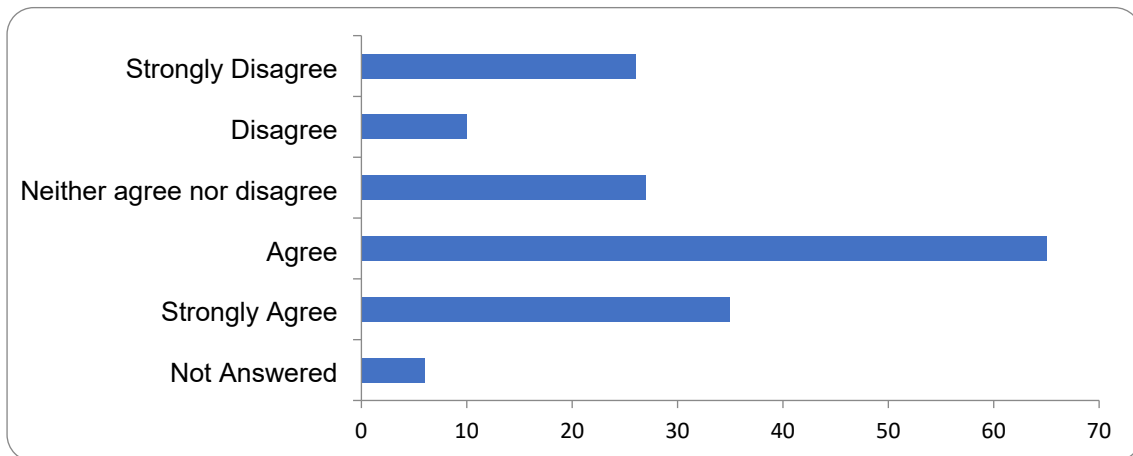
Option	Total	Percent
Strongly Disagree	27	15.98%
Disagree	12	7.10%
Neither agree nor disagree	11	6.51%
Agree	59	34.91%
Strongly Agree	56	33.14%
Not Answered	4	2.37%

Our approach: Enabling Residents and Communities



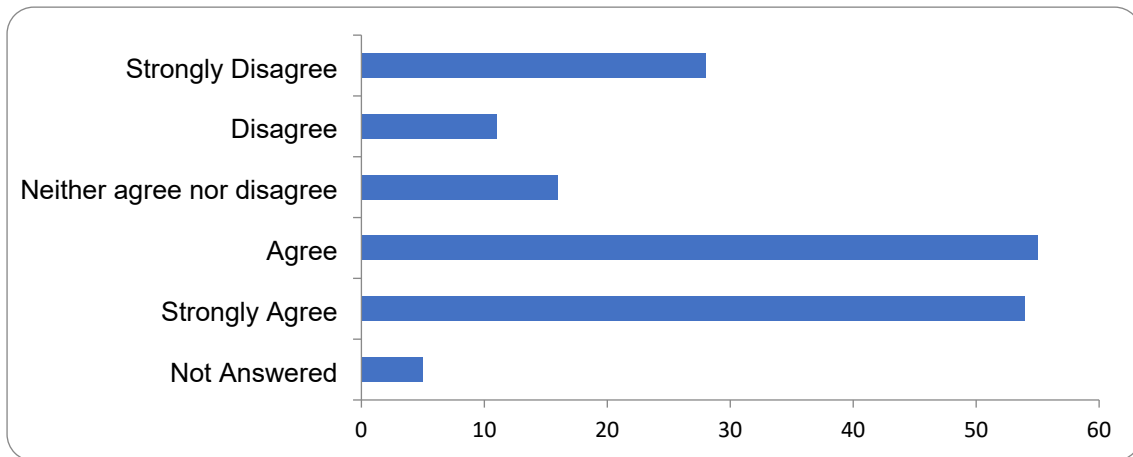
Option	Total	Percent
Strongly Disagree	27	15.98%
Disagree	13	7.69%
Neither agree nor disagree	23	13.61%
Agree	65	38.46%
Strongly Agree	37	21.89%
Not Answered	4	2.37%

Our approach: Strengthening Partnerships



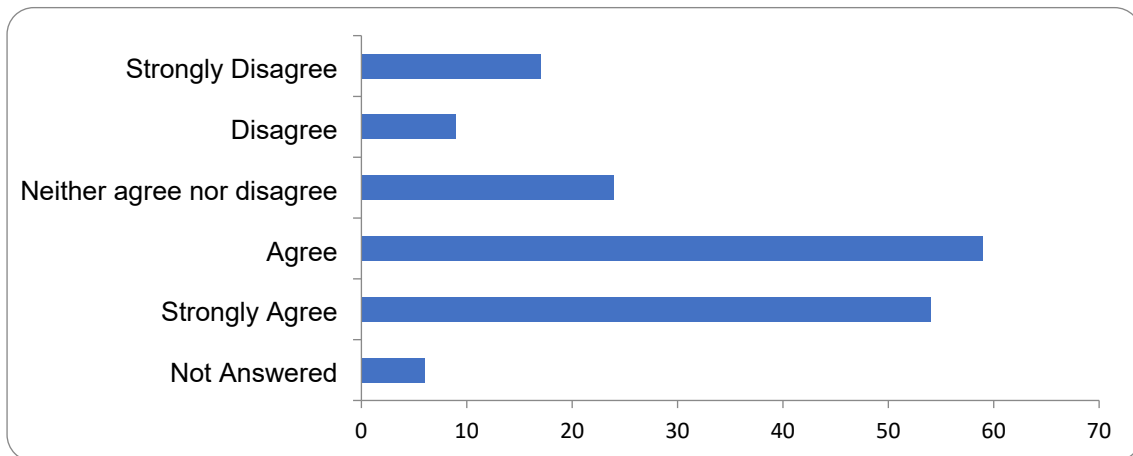
Option	Total	Percent
Strongly Disagree	26	15.38%
Disagree	10	5.92%
Neither agree nor disagree	27	15.98%
Agree	65	38.46%
Strongly Agree	35	20.71%
Not Answered	6	3.55%

Our approach: Building Trust



Option	Total	Percent
Strongly Disagree	28	16.57%
Disagree	11	6.51%
Neither agree nor disagree	16	9.47%
Agree	55	32.54%
Strongly Agree	54	31.95%
Not Answered	5	2.96%

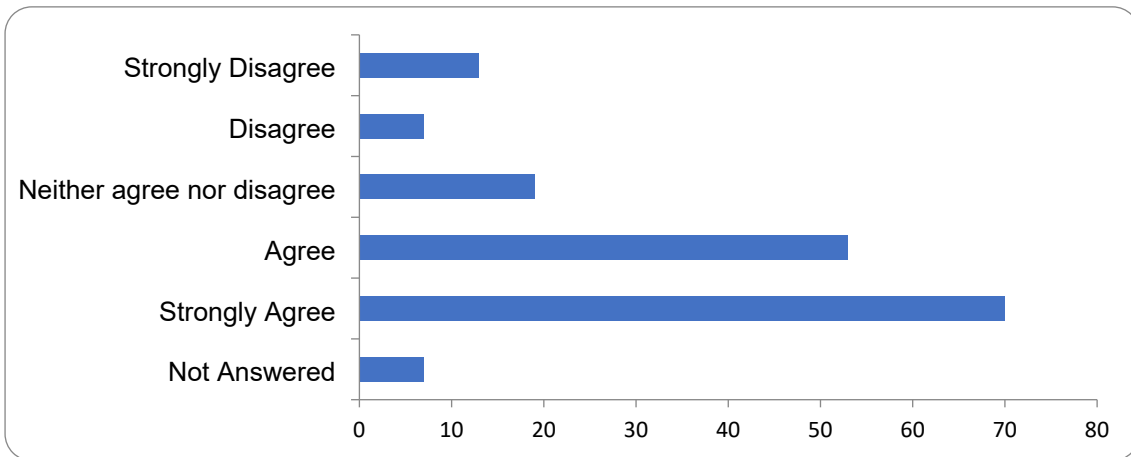
Our priorities: 1. A borough for children and young people to thrive



Option	Total	Percent
Strongly Disagree	17	10.06%
Disagree	9	5.33%
Neither agree nor disagree	24	14.20%
Agree	59	34.91%
Strongly Agree	54	31.95%
Not Answered	6	3.55%

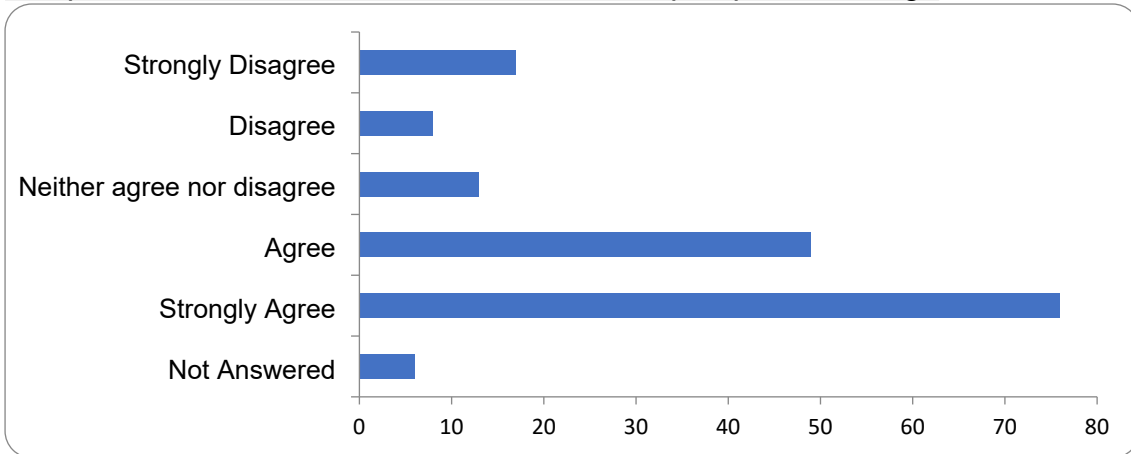


Our priorities: 2. A town where residents can live healthier, safer and more independent lives



Option	Total	Percent
Strongly Disagree	13	7.69%
Disagree	7	4.14%
Neither agree nor disagree	19	11.24%
Agree	53	31.36%
Strongly Agree	70	41.42%
Not Answered	7	4.14%

Our priorities: 3. A cleaner, healthier and more prosperous Slough



Option	Total	Percent
Strongly Disagree	17	10.06%
Disagree	8	4.73%
Neither agree nor disagree	13	7.69%
Agree	49	28.99%
Strongly Agree	76	44.97%
Not Answered	6	3.55%

### **3a. Comments – equalities implications and limitations**

The consultation was an opportunity to identify potential equalities implications arising from the corporate plan.

Due to the small sample size of groups of respondents with certain protected characteristics, extrapolating from responses to the above elements of the corporate plan is not an effective means of assessing the impact of the corporate plan on these groups – see section 4 for demographic breakdown of respondents.

Of particular note, there were only three respondents aged between 16 and 24, and no respondents aged 15 and under. This highlights the importance of the commitment within the corporate plan to ‘increasing children and young people’s participation in decisions that affect them and in shaping the future of Slough’. Further targeted engagement work will need to be carried out with young people in the development of further key strategies, such as the children and young people’s plan.

However, respondents had the opportunity to comment on the consultation in their own words, and the following equalities issues were highlighted:

Some respondents were concerned that the focus on children and young people would disadvantage elderly residents and other vulnerable residents, such as those with disabilities – see section 3b.

Five respondents raised the theme of Special Educational Needs and Disabilities (SEND) services.

Eight respondents raised issues relating to support for parents.

One respondent highlighted the need to tackle inequality, by tailoring services to meet the needs of different communities. Another respondent commented on specific health challenges faced by those of Asian ethnicity in Slough.

### **3b. Comments – key themes**

All respondents’ comments were reviewed and assigned thematic ‘tags’ to enable qualitative analysis of the consultation and identify issues of importance to respondents.

Where appropriate, an overarching theme has been assigned, and then also a more specific sub-theme. For example, a response might have been tagged with the overarching theme of Crime and Community Safety, and the sub-theme of Antisocial Behaviour.

The table below shows the top 10 themes raised by respondents, sub-themes and the number of residents who raised them.

## Theme and sub-themes

### SBC culture and behaviours - 45

- Trust - 22
- Being active / present in community - 17
- Customer service - 8
- Respect for residents - 4
- Greater ambition - 1

### Children & young people - 39

- Youth centres & activities - 10
- Education and school facilities - 9
- Support for parents - 8
- Children's centres - 6
- Special Educational Needs and Disabilities - 5
- Play areas - 5
- Youth participation - 3
- Children's mental health - 3
- Children's social services - 1

### Town image - 36

- Cleanliness & litter - 22
- Town centre / high street - 13
- Retail - 4

### Crime and Community Safety - 27

- Drugs & alcohol misuse - 11
- Antisocial behaviour - 8
- Violence and knife crime - 2

### Financial management - 24

### Health & wellbeing - 20

- Health centres - 8
- Obesity - 7
- Mental health - 3

### Waste collection - 19

### Vulnerable adults - 19

- Elderly residents - 18
- Disabled residents – 3

### Housing - 14

- Housing availability - 10
- Housing quality - 10
- Social housing services - 3

Growth - 9

- Employment & skills - 8
- Local economy - 2

#### 4. Demographic breakdown of respondents

Sex

Option	Total	Percent
Male	70	41.42%
Female	82	48.52%
Prefer not to say	14	8.28%
Not Answered	3	1.78%

Gender

(Was the respondents gender the same as the sex registered at birth)

Option	Total	Percent
Yes	151	89.35%
No (please specify)	2	1.18%
Prefer not to say	14	8.28%
Not Answered	2	1.18%

Age

Option	Total	Percent
0 – 15	0	0.00%
16 – 24	3	1.78%
25 – 39	25	14.79%
40 – 49	40	23.67%
50 – 59	38	22.49%
60 – 69	33	19.53%
70 and over	14	8.28%
Prefer not to say	13	7.69%
Not Answered	3	1.78%

## Ethnicity

Option	Total	Percent
White: British	60	35.50%
White: Irish	3	1.78%
White: Any other White background (please specify)	15	8.88%
Mixed: White and Black Caribbean	0	0.00%
Mixed: White and Black African	0	0.00%
Mixed: White and Asian	2	1.18%
Mixed: Any other Mixed background (please specify)	2	1.18%
Asian or Asian British: Indian	27	15.98%
Asian or Asian British: Pakistani	22	13.02%
Asian or Asian British: Bangladeshi	1	0.59%
Asian or Asian British: Sikh	3	1.78%
Asian or Asian British: Kashmiri	2	1.18%
Asian or Asian British: Any other Asian background (please specify)	1	0.59%
Black or Black British: Caribbean	7	4.14%
Black or Black British: African	1	0.59%
Black or Black British: Any other Black background (please specify)	0	0.00%
Chinese or other ethnic group: Chinese	0	0.00%
Chinese or other ethnic group: Any other ethnic group (please specify)	0	0.00%
Prefer not to say	19	11.24%
Not Answered	4	2.37%

## Disability

Option	Total	Percent
I do not have a disability	109	64.50%
Visual impairment	3	1.78%
Physical impairment	6	3.55%
Deaf/BSL User	0	0.00%
Hearing impairment	5	2.96%
Mental health/mental distress issues	5	2.96%
Learning difficulties	1	0.59%
Long term health condition/hidden impairment	18	10.65%
Neurodiverse	3	1.78%
Other (please specify)	2	1.18%
Prefer not to say	23	13.61%
Not Answered	5	2.96%

### *Disabled child group*

(Whether the respondent has a child under 18 with a disability, and if so, which impairment groups apply)

Option	Total	Percent
I do not have a disability	109	64.50%
Visual impairment	3	1.78%
Physical impairment	6	3.55%
Deaf/BSL User	0	0.00%
Hearing impairment	5	2.96%
Mental health/mental distress issues	5	2.96%
Learning difficulties	1	0.59%
Long term health condition/hidden impairment	18	10.65%
Neurodiverse	3	1.78%
Other (please specify)	2	1.18%
Prefer not to say	23	13.61%
Not Answered	5	2.96%

### *Sexual orientation*

Option	Total	Percent
Straight or Heterosexual	131	77.51%
Gay or Lesbian	3	1.78%
Bisexual	2	1.18%
Other (please specify)	0	0.00%
Prefer not to say	29	17.16%
Not Answered	4	2.37%

### *Religion*

Option	Total	Percent
Muslim	30	17.75%
Christian	51	30.18%
Buddhist	3	1.78%
Hindu	9	5.33%
Jewish	0	0.00%
Sikh	8	4.73%
Other (please specify)	3	1.78%
None	33	19.53%
Prefer not to say	28	16.57%
Not Answered	4	2.37%

### *Pregnancy*

Option	Total	Percent
Yes	4	2.37%
No	83	49.11%
Prefer not to say	16	9.47%
Male / Not Applicable	54	31.95%
Not Answered	12	7.10%

### *Maternity*

(Whether, if female, the respondent had had a baby in the last 12 months)

Option	Total	Percent
Yes	0	0.00%
No	88	52.07%
Prefer not to say	17	10.06%
Male / Not applicable	51	30.18%
Not Answered	13	7.69%

### *Marital status*

Option	Total	Percent
Single	28	16.57%
Married	96	56.80%
Co-habiting	7	4.14%
Civil Partnership	0	0.00%
Separated	2	1.18%
Divorced	5	2.96%
Widowed	2	1.18%
Prefer not to say	26	15.38%
Not Answered	3	1.78%

### *Armed Forces Community*

(Whether the respondent was a member of the Armed Forces Community)

Option	Total	Percent
Yes	2	1.18%
No	153	90.53%
Prefer not to say	11	6.51%
Not Answered	3	1.78%

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# Equality Impact Assessment

<b>Directorate: Strategy &amp; Improvement</b>	
<b>Service: Strategic Insight</b>	
<b>Name of Officer/s completing assessment: Tom Overend, Strategy &amp; Policy Lead</b>	
<b>Date of Assessment: 25/08/23</b>	
<b>Name of service/function or policy being assessed:</b>	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The Corporate Plan is a key strategic document for SBC, which sets out our vision for the council and what we hope to deliver in the borough. It is not intended to cover everything the council does but sets out the council's aspirations and goals that will be delivered alongside our day-to-day activities. The plan has three core elements:</p> <ul style="list-style-type: none"> <li>• Our purpose: closing the healthy life expectancy gap, by focusing on children.</li> <li>• Our approach: <ul style="list-style-type: none"> <li>○ Resident Focused</li> <li>○ Providing Financial Sustainability</li> <li>○ Enabling Residents and Communities</li> <li>○ Strengthening Partnerships</li> <li>○ Building Trust</li> </ul> </li> <li>• Our strategic priorities: <ol style="list-style-type: none"> <li>1. A borough for children and young people to thrive</li> <li>2. A town where residents can live healthier, safer and more independent lives</li> <li>3. A cleaner, healthier and more prosperous Slough</li> </ol> </li> </ul>
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>The corporate plan is delivered by all directorates and all services.</p>

3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p>The corporate plan is a strategy which encompasses everything SBC does as a council. Rather than affecting any one particular group, it will affect all residents, and others who work in or visit Slough.</p> <p>Further equality impact assessments will need to be produced for further key strategies and programmes needed to implement the corporate plan.</p> <p>The new 'Purpose' for the council, and the new set of three strategic priorities, have been chosen to reflect Slough's unique demographic profile – details of which are copied at the end of this assessment.</p>
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4.	What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.		
<b>Characteristic</b>	<b>Positive , Negative, Neutral or Unknown Impact</b>	<b>Rationale for Assessment</b>	
<b>Age and care experience</b>	Positive for children, young people and those with care experience.  Neutral for all other groups	Please see note below table.	
<b>Disability</b>	Positive	<p>Working with partners to target health inequalities and promote wellbeing is one of the highlighted equalities objectives within the new corporate plan and is woven through all three strategic priorities.</p> <p>Disabled people often suffer significantly from these inequalities. For example, the King’s Fund has found that during the first year of the Covid-19 pandemic in England, 60 per cent of those who died from Covid-19 were disabled. People with learning disabilities were eight times more likely to die of Covid-19 than the general population.</p> <p>The first commitment under the first strategic priority of the new corporate plan is to ‘provide quality services for vulnerable children and those with special educational needs and disabilities’, which signals the councils intent to put the needs of these children at the heart of our work. As mentioned above, this too is highlighted as an equality objective within the corporate plan.</p> <p>The second strategic priority also includes a commitment to supporting residents to be as independent as possible, whilst providing quality services for the most vulnerable adults.</p>	

<b>Gender Reassignment:</b>	Neutral	There are no anticipated impacts.
<b>Marriage and Civil Partnership:</b>	Neutral	There are no anticipated impacts.
<b>Pregnancy and maternity:</b>	Positive	The focus within the corporate plan on children and young people is anticipated to have a positive impact for pregnant residents and recent parents. Please see note below the table for more detail.
<b>Race:</b>	Positive	<p>Slough has inequalities in health between different population groups which need to be addressed – and the new corporate plan includes a commitment to work with partners to target these, as one of SBC’s highlighted equality objectives. The new corporate plan includes a commitment to prioritise ensuring the borough has affordable, safe and healthy homes – by improving the quality of council housing stock and the private rented sector. Overcrowding is an area where there are clear health inequalities in the proportion of people of different ethnicities who live in overcrowded households –</p> <ul style="list-style-type: none"> <li>• 34% of residents who identified as Black, Black British, Black Welsh, Caribbean or African.</li> <li>• 29% of residents who identified as Asian, Asian British, or Asian Welsh.</li> <li>• 28% of residents who identified as being of Mixed or Multiple ethnic groups.</li> <li>• 19% of residents who identified as White.</li> </ul> <p>Further data on health inequalities requested from public health</p>
<b>Religion and Belief:</b>	Neutral	There are no anticipated impacts.
<b>Sex</b>	Positive	The new corporate plan has a key focus on improving healthy life expectancy – the number of years a person can typically expect to live in full health without disabling illness or injury. Healthy life expectancy for men in Slough is 58.1 years– compared to a regional average of 65.5 years. Healthy life expectancy for women in Slough is 60.3 years, compared to a regional average of 65.9 years.
	Neutral	There are no anticipated impacts.

<b>Sexual orientation:</b>		
<b>Other: those on low income</b>	Positive	The corporate plan includes a commitment under the third strategic priority to engage with businesses to create new employment opportunities for Slough families and routes to upskill.

### **Age and care experience**

The corporate plan has a clear focus on tackling health inequalities by focusing on children and young people. The first strategic priority focuses on specifically on children and young people and there are commitments in the second and third priorities aimed at improving outcomes for children and families. This is important given the youthful nature of the population – see section 1 – and Slough has the second largest proportion of children aged 15 or under in England and Wales.

For example, there are commitments in the plan to improve the quality of housing in Slough - 34% of residents aged 15 and under and 34% of residents aged 16-24 live in overcrowded households. 33% of all residents living in overcrowded households in Slough are children aged 0-15.

The corporate plan also includes measures to create new employment opportunities for Slough families and routes to upskill – 24.4% of children in Slough live in low-income households, compared to a regional average of 14.4%.

There are commitments under the first strategic priority to target child obesity - 28.4% of year 6 students in Slough are obese, compared to a regional average of 20.0%.

As noted above, Slough has higher than average rates of Children in Need and children receiving Targeted Early Help and Child Protection Plans.

Two of the commitments under the first priority have been highlighted in the corporate plan as key equality objectives:

- Providing quality services for vulnerable children and those with special educational needs and disabilities (SEND)
- Improving outcomes for disadvantaged children and young people

Although the focus of the plan is primarily on children and young people, there is a commitment under the second strategic priority to provide quality services for the most vulnerable adults.

5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>Some respondents to the consultation (see section 7) perceived there may be a negative impact on older residents, including those with disabilities, due to a focus on children. This has been addressed by clarification in the covering report that other priorities do focus on healthy lifestyles and independence, which are expected to have a positive impact for these groups.</p>
6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>The corporate plan has been developed to respond to the specific challenges faced by residents, drawing on data from the 2021 Census and other key sources. The evidence base used to develop the plan – the Slough Insights pack is presented alongside this report (Appendix B). Please also see the demographic profile included below this assessment.</p>
7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>The draft structure was approved by Cabinet on 19th June to go out for a 6-week period of public consultation, to gather feedback on this draft structure. The consultation launched on 26th June and ran until 7th August via its online Citizen Space platform. The consultation was promoted by the council via social media, and was shared with and promoted by a number of local groups, including: Slough Council for Voluntary Service, Slough Poverty Forum, Slough Co-Production Network, Slough Residents Board, Aik Saath and Slough Borough Council Staff (via Insite).</p> <p>In addition to the online consultation submissions, one respondent submitted comments via the consultation email address. These comments were loaded onto the Citizen Space platform for analysis.</p> <p>There were 169 responses in total – the full results are included in Appendix C. Respondents were asked to state the extent to which they agreed with the elements of the draft structure. Overall there was support for all elements of the plan, with the following proportions either agreeing or strongly agreeing:</p>

- Our purpose: Closing the life expectancy gap by focusing on children – 52.7%
- Our approach: Resident Focussed – 64.5%
- Our approach: Providing Financial Sustainability – 68.1%
- Our approach: Enabling Residents and Communities – 60.4%
- Our approach: Strengthening Partnerships – 59.17%
- Our approach: Building Trust – 64.5%
- Our priorities: 1. A borough for children and young people to thrive – 66.9%
- Our priorities: 2. A town where residents can live healthier, safer and more independent lives – 72.7%
- Our priorities: 3. A cleaner, healthier and more prosperous Slough – 74.0%

Due to the small sample size of groups of respondents with certain protected characteristics, extrapolating from responses to the above elements of the corporate plan is not an effective means of assessing the impact of the corporate plan on these groups. A demographic breakdown of respondents is included in appendix C..

Of particular note, there were only three respondents aged between 16 and 24, and no respondents aged 15 and under. This highlights the importance of the commitment within the corporate plan to 'increasing children and young people's participation in decisions that affect them and in shaping the future of Slough'. Further targeted engagement work will need to be carried out with young people in the development of further key strategies, such as the children and young people's plan.

However, respondents had the opportunity to comment on the consultation in their own words, and the following equalities issues were highlighted:

Some respondents were concerned that the focus on children and young people would disadvantage elderly residents and other vulnerable residents, such as those with disabilities.

Five respondents raised the theme of Special Educational Needs and Disabilities (SEND) services.  
Eight respondents raised issues relating to support for parents.

One respondent highlighted the need to tackle inequality, by tailoring services to meet the needs of different communities. Another respondent commented on specific health challenges faced by those of Asian ethnicity in Slough.

	<p>Further detail on the consultation results can be found in Appendix C, and SBC's response to these are included in the main report, section 2.11.</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>The approach section of the plan includes a set of values which will be embedded across SBC and are intended to restore and build community relations and public confidence in SBC:</p> <ul style="list-style-type: none"> <li>• Resident Focused</li> <li>• Providing Financial Sustainability</li> <li>• Enabling Residents and Communities</li> <li>• Strengthening Partnerships</li> <li>• Building Trust</li> </ul>
9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>Please see section 5.</p>
10.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>Key performance indicators have been identified against the priorities of the corporate plan. Performance against these indicators will be report to Cabinet on a regular basis. The corporate plan will be kept under regular review.</p>



<b>What course of action does this EIA suggest you take? More than one of the following may apply</b>	✓
<b>Outcome 1: No major change required.</b> The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken	X
<b>Outcome 2: Adjust the policy</b> to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? (Complete action plan).	
<b>Outcome 3: Continue the policy</b> despite potential for adverse impact or missed opportunities to promote equality identified. You will need to ensure that the EIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact (see questions below). (Complete action plan).	
<b>Outcome 4: Stop and rethink</b> the policy when the EIA shows actual or potential unlawful discrimination. (Complete action plan).	

### Action Plan and Timetable for Implementation

At this stage a timetabled Action Plan should be developed to address any concerns/issues related to equality in the existing or proposed policy/service or function. This plan will need to be integrated into the appropriate Service/Business Plan.

Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date

<b>Name:</b> Tom Overend, Strategy & Policy Lead
<b>Signed:</b> .....(Person completing the EIA)
<b>Name:</b> Same as above.....
<b>Signed:</b> .....( Policy Lead if not same as above)
<b>Date:</b> 24.08.2023 (updated 05.09.2023)

## Slough Demographic Profile

### Population

Slough's population in the 2021 census was 158,500.

### Age

Age groups	Number of residents	% of population
<b>0-15</b>	39,568	25.0%
<b>16-24</b>	16,587	10.5%
<b>25-39</b>	38,001	24.0%
<b>40-49</b>	24,839	15.7%
<b>50-59</b>	17,548	11.1%
<b>60-69</b>	11,754	7.4%
<b>70 and over</b>	10,201	6.4%

### Care experience

There is no data from the 2021 census on residents who have spent time in care. Slough has higher than average rates of Children in Need and children receiving Targeted Early Help and Child Protection Plans – 145 per 10,000 people aged 0-17, compared to regional average of 125. Slough has a lower rate of Children Looked After than the England average, but is similar to the South East average.

### Disability

Disability	Number of residents	% of population
<b>Disabled</b>	17,975	11.3%
<b>Not disabled</b>	140,523	88.7%

### Ethnicity

Broad ethnic groups	Number of residents	% of population
<b>Asian</b>	74,093	46.7%
<b>Black</b>	11,992	7.6%
<b>Mixed</b>	6,311	4.0%
<b>Other</b>	8,970	5.7%
<b>White</b>	57,134	36.0%

### Gender identity

Gender identity	Number of residents	% of population
Gender identity is the same as sex registered at birth	107,503	90.4%
Gender identity is different to sex registered at birth	1,081	0.9%
Not known	10,351	8.7%

This data applies only to residents aged 16 or over (118,930 residents).

### Marital and civil partnership status

Marital and civil partnerships status	Number of residents	% of population
Single	41,898	35.2%
Married	60,001	50.4%
Civil partnership	158	0.1%
Separated	2,925	2.5%
Divorced or dissolved civil partnership	8,799	7.4%
Widowed or surviving civil partner	5,151	4.3%

This data applies only to residents aged 16 or over (118,930 residents).

### Religion, faith, or belief

Religion, faith, or belief	Number of residents	% of population
No religion	20,726	13.1%
Christian	50,664	32.0%
Buddhist	776	0.5%
Hindu	12,343	7.8%
Jewish	85	0.1%
Muslim	46,661	29.4%
Sikh	17,985	11.3%
Other religion	716	0.5%
Not known	8,544	5.4%

**Sex**

<b>Sex</b>	<b>Number of residents</b>	<b>% of population</b>
<b>Female</b>	80,005	50.5%
<b>Male</b>	78,495	49.5%

**Sexual orientation**

<b>Sexual orientation</b>	<b>Number of residents</b>	<b>% of population</b>
<b>Straight or Heterosexual</b>	104,943	88.2%
<b>Gay or Lesbian</b>	806	0.7%
<b>Bisexual</b>	1,095	0.9%
<b>All other sexual orientations</b>	412	0.3%
<b>Not known</b>	11,677	9.8%

The 2021 Census data applies only to residents aged 16 or over (118,930 residents).

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Council **DATE:** 28<sup>th</sup> September, 2023

**CONTACT OFFICER:** Shabana Kauser  
**(For all enquiries)** Principal Democratic Services Officer  
07821 811 259

**WARD(S):** All

**PART I**  
**FOR DECISION****MOTIONS SUBMITTED TO COUNCIL UNDER PROCEDURE RULE 14**

The following motions have been received in accordance with Council Procedure Rule 14:-

**Learning from the recent past years at Slough Borough Council**

(Moved by Councillor Mohindra, seconded by Councillor Manku)

“This Council acknowledges:

- The good progress made by the Council thus far in dealing with the significant challenges brought about by the financial catastrophe at the Council, and thanks officers for their hard work to date.
- That the residents of Slough expect answers as to how SBC got into this mess; and guidance on how it ensures this never happens again.

Council therefore resolves to ask its Monitoring Officer:

- to report on all SBC property transactions between 2018-2021 and to arrange for an all-member workshop facilitated by the Local Government Association to review the effects of these property transactions on SBC’s financial position and consider any lessons to be learnt.
- to report to Cabinet whether any matter examined under this review should be referred to the police for criminal investigation.”

**Proposed reorganisation of Thames Valley Police**

(Moved by Councillor Qaseem, seconded by Councillor Mohammad)

“Council Commends;

- That excellent work is undertaken by hard-working police officers across the town to best serve the needs of the Slough community.
- That strong partnership work with the police is evident in Slough, and the town benefits from an area based policing approach.
- That a local, strong, neighbourhood based policing approach, deeply rooted within the communities that the police serve, is essential to build trust with the police and enable residents to feel safe in our town.
- That resident's value having a front of house and highly visible police station within the town.

- That despite the efforts of our local police partners, Slough continues to have a 45% higher crime rate than the average across the Thames Valley and Thames Valley as a whole continues to have high race disproportionality rates in relation to stop and search and arrests data.

The council notes the proposed reorganisation of Thames Valley Police into 5 new command areas, placing Slough within Berkshire East, alongside Bracknell and Windsor & Maidenhead. Whilst we understand the need to move to a different organisational model, it is vital that the unique needs of Slough, the higher demand within Slough and our residents continue to be best served by the police.

As such, the council resolves to;

- a) Vigorously oppose any loss of a front of house, centrally located police building within the town.
- b) Lobby the Police and crime commissioners for the restoration of Police Community Support Officers across the town back up to 27.
- c) Constructively challenge Thames Valley police force to increase recruitment from Black, Asian and Minority Ethnic communities at all levels of Thames Valley, ensuring that the police service adequately reflects the communities it serves. Ensure that these efforts are included within the annual report to the council.
- d) Ensure that tackling the blight of drug use, and the associated criminality that accompanies it is at the forefront of Slough's policing plan.
- e) Work with police partners to ensure an increase in mandatory, high visible patrols in key retail centres across the town."