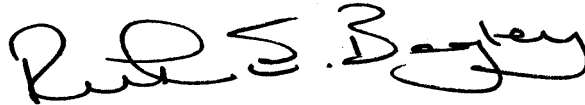


Date of issue: 27<sup>th</sup> May 2011

<b>MEETING</b>	<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b> (Councillors M S Mann (Chair), Basharat, Davis, Haines, Minhas, Munawar, O'Connor, Plenty and Smith )
<b>DATE AND TIME:</b>	TUESDAY, 7TH JUNE, 2011 AT 6.30 PM
<b>VENUE:</b>	COUNCIL CHAMBER, TOWN HALL, BATH ROAD, SLOUGH
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	TERESA CLARK (01753) 875018

NOTICE OF MEETING

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



**RUTH BAGLEY**  
Chief Executive

AGENDA

PART 1

AGENDA  
ITEM

REPORT TITLE

PAGE

WARD

Apologies for absence.

**AGENDA**  
**ITEM**

**REPORT TITLE**

**PAGE**

**WARD**

**CONSTITUTIONAL MATTERS**

1. Declaration of Interest  
  
(Members are reminded of their duty to declare personal and personal prejudicial interests in matters coming before this meeting as set out in the Local Code of Conduct).
2. Minutes of the Last Meeting held on 31<sup>st</sup> March 2011 1 - 8
3. Appointment of Scrutiny Panels 9 - 12
4. Member Questions -

*(An opportunity for Committee Members to ask questions of the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate - maximum of 10 minutes allocated).*

**SCRUTINY ISSUES**

5. Outturn 2010-11 Performance and Finance Report To All
6. Census 2011- Update Follow 13 - 18 All
7. Future Provision of Transactional Services for Slough Borough Council - Progress Update Report 19 - 26 All
8. Consideration of reports marked to be noted/ for information -  
  
*(The Committee will consider any reports marked to be noted/ for information and determine whether future scrutiny is considered necessary - maximum of 5 minutes allocated)*
9. Forward Work Programme 27 - 28
10. Date of Next Meeting- 12th July, 2011

Press and Public

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 the Committee considers any items in the Part II agenda. Special facilities may be made available for disabled or non-English speaking persons. Please contact the Democratic Services Officer shown above for further details.

**Overview & Scrutiny Committee – Meeting held on Thursday, 31st March, 2011.**

**Present:-** Councillors M S Mann (Chair), Basharat, Haines, O'Connor and Shine (until 8.00 pm)

**Also present under Rule 30:-** Councillors Long and Matloob

**Apologies for Absence:-** Councillor Coad and Walsh

**PART I**

**81. Declaration of Interest**

None.

**82. Minutes - 3rd March 2011**

The Minutes of the meeting held on 3<sup>rd</sup> March 2011 were approved as a correct record and signed by the Chair.

**83. Vote of Thanks**

Councillor O'Connor placed on record the thanks of the Committee to the Chair and Vice-Chair for their work on the Committee over the previous year.

**84. Performance and Financial Reporting for 2010/11**

The Committee considered the Council's overall performance from delivery of service to financial management covering the period up to and including February 2011 against the Council Wide Balanced Scorecard and the LAA Scorecard and the Revenue and capital monitoring position to February 2011.

The Committee debated the exception performance monitoring against the Balanced Scorecard a number of key projects were discussed including the Housing Futures (ALMO Move) – the Committee asked when the final phase of the ALMO programme environmental improvement would be reported to the Committee. Members were advised that the Assistant Director of Housing had made a presentation to the Neighbourhoods and Renewal Scrutiny Panel and the Assistant Director would be asked to cover any outstanding issues at a future meeting of the Neighbourhoods and Renewal Scrutiny Panel.

Members queried why the Transactional services project was not listed as a "gold project" as it was key to the Authority. Members asked a number of detailed questions about the project and how the Council was proposing to ensure that prospective bidders understood the Slough's needs and reflected the economic and poverty issues that Slough experienced. Members were advised that the report to Cabinet had made it clear that there would be jobs for Slough people and the project was in its infancy. It was agreed that the

## **Overview & Scrutiny Committee - 31.03.11**

Committee would recommend that the Transactional services project became “gold” for report to Committee in future.

Members considered the financial position that had been presented and officers explained the underspend for 2010/11. Members discussed the variances and how underspends were treated with regard to virement and carry forwards. It was noted that the Committee would be able to monitor the action taken with regard to the underspend at its next meeting. In discussing the capital programme the Committee requested that capital commitments be included in the monitoring reports in future.

**Resolved** – That the report be noted and that the actions detailed in the minute above be implemented.

### **85. Britwell and Haymill Regeneration Scheme**

John Rice, the Interim Assistant Director, Environment and Regeneration gave a detailed update report on phase 1 and 2 of Britwell and Haymill Regeneration Scheme. In addition to the information that had been provided in the report the Assistant Director advised that the Jolly Londoner Pub was now in council ownership. The Assistant Director answered a number of detailed questions on the project and agreed report to a future meeting of the Committee on the condition of the SEGRO land and the relocation options for the Britwell Scouts and Guide Groups currently located in Kennedy Park.

[The meeting adjourned from 8 pm to 8.10 pm.]

### **86. Census 2011- Progress Update**

Andrew Millard, the Policy and Special Projects Manager updated members on the progress with the 2011 Census. Members were advised of the publicity and awareness measures and the proposals with regard to assistance and completion centres. The overall feedback had been positive suggesting that the assistance centres had had the desired impact. Members were advised of the challenges and concerns that remained with regard to the census. These included the allocation of two community advisers who were only part-time and that this was considered inadequate. Slough had also been allocated five area co-ordinators who were actively chasing returns from houses of multiple occupation. The Council was hopefully that they would be allowed to work Borough wide if required as opposed to being confined to their allocated areas. Members discussed the census campaign and a number of areas of concern with regard to non-receipt of forms and language difficulties. After full discussion the Committee:

**Resolved -**

- (a) That officers of the council and their local partners be thanked and congratulated for running such a high profile and effective awareness campaign.

## **Overview & Scrutiny Committee - 31.03.11**

- (b) That the linguistic and advice/completion centres support be welcomed but that the Committee remains concerned that the ONS only intends to provide a “cold spot” data for one lower super output area (LSOA) per week and discouraging local door knocking.
- (c) That the local census manager communicate the committees concerns to the ONS and seek a suitable resolution to ensure Census 2011 Slough returns are maximised where possible and report back to the next meeting of the Committee.

### **87. Constitutional Changes- Joint East Berkshire Health Overview & Scrutiny Committee**

The Committee considered the resolution of the Joint East Berkshire Health Overview & Scrutiny Committee (JEBHOS) to keep holding regular meetings. JEBHOS had agreed that future meetings should only be convened on an “as and when” required basis and in particular should joint working be required on a statutory consultation. The matter had been brought to Health Scrutiny Panel on 21<sup>st</sup> March and it had been agreed that the main Overview and Scrutiny Committee should consider the matter in order to make recommendations to amend the council’s Constitution for approval by Council.

#### **Resolved –**

- (a) That the agreement reached by JEBHOS on 2<sup>nd</sup> February 2011 and the Health Scrutiny Standing Panel on 21<sup>st</sup> March 2011 be endorsed and that from the Council meeting on 19<sup>th</sup> May 2011 Slough Borough Council’s involvement in JEBHOS will be on an as and when required basis.
- (b) That officers discuss and agree with officers at Bracknell Forest and the Royal Borough of Windsor and Maidenhead, Best Practice and Protocol should joint working be required and propose amendments to the Councils’ Constitution for approval at Council on 19<sup>th</sup> May 2011.

### **88. Improvements to Overview and Scrutiny**

The Committee considered a paper suggesting a number of mechanisms for ensuring the continued improvement and effectiveness of scrutiny particularly to the format of meetings to make the whole of scrutiny process going forward more focused and robust. Members noted that the revised scrutiny structure streamlining arrangements for panels and their clerking had been approved by the Overview and Scrutiny Committee in January 2011. Members considered the suggestions within the report and agreed as follows:-

- (a) That the main Overview and Scrutiny Committee and each Panel create their own clear structured work programme which ideally should be in the main stay of the relevant Committee Panel member for the ensuing year.

## Overview & Scrutiny Committee - 31.03.11

- (b) That the performance report and the associated data be provided only to the main OSC and not to each Panel (with exception of Education and Children's Scrutiny Panel) unless scrutiny of a specific matter is considered necessary by OSC and referred to the relevant panel.
- (c) That the number of papers and subject matters considered at each meeting be reduced to 3 or 4 at the most to ensure focused consideration is given to each.
- (d) That a 5 minutes slot only be allocated for consideration of papers to be noted so that if scrutiny is considered necessary these are sent back for clear guidance and recommendations for consideration at a future meeting.
- (e) That the relevant Strategic Director(s) and/or Assistant Directors be allocated a 10-minute slot at beginning of each meeting to answer specific queries or questions (which are likely to have been notified in advance) being raised by members of the Committee / Panel that relate to pertinent topical issues affecting their directorate, the Panel and the local area. For OSC there should be two strategic directors including ideally the Chief Executive and the Director of Resources/Deputy Director of Resources.
- (f) That each agenda is Member led and incorporate indicative time guides for each item. The intention was to give each item a clearly defined amount of consideration time and if it is felt further scrutiny is necessary then the item may be considered further at a future meeting.
- (g) That a more varied and agreed format be implemented for the scrutiny of subject matter as supposed to the now routine Power-point presentation format and that when the guests are invited to attend the relevant committee/panels requirements are made known to them in advance so that there is no confusion as to what is expected of them.
- (h) That the standard question response form already created is used more frequently allowing the faster flow of meetings and follow up responses to be issued accordingly.
- (i) That the location of scrutiny be varied with more meetings held locally in the community as supposed to be at the town hall or SBC offices. Although the meeting format will be formal and follow agreed protocol this would embellish on the scrutiny surgery format introduced two years ago and would encourage greater engagement by local residents.

## **Overview & Scrutiny Committee - 31.03.11**

- (j) That a clear dedicated listing at scrutiny meetings and the headline subject matter to be considered at these meetings be included within the Council's website and publicise widely elsewhere.

**Resolved** – That the above decisions be implemented in the new municipal year.

### **89. Annual Report of Scrutiny 2010/2011**

The Committee had been provided with a draft of the Annual Scrutiny Report which highlighted some key achievements from the 2010/11 year. The production of an annual report was a requirement in the Constitution and needed to be reported annually to the Council.

Members of the Committee thanked the scrutiny officer for the production of the draft report and welcomed both the content and format of the report. The report was agreed for submission to the Council.

**Resolved** – That the Annual Scrutiny Report 2010/2011 be submitted to the full Council.

### **90. Member Call-In: Integrated Youth Services**

The Committee considered a report detailing the receipt of a member call-in on Integrated Youth Support Services.

The Committee was advised that a call-in had been received from Councillors Haines and Shine.

The Call-in read: "we are not calling in the decision made by Cabinet on 14<sup>th</sup> March 2011 but rather the provision of integrated youth support services for greater review and to seek greater clarity.

We believe that the administration costs associated with youth service provision has increased markedly in the time since responsibility for the funding and organisation of these services has passed from Berkshire County Council to Slough Borough Council.

We are also concerned by SBC's decision to close many Centres down and centralise services in Manor Park.

SBC says that it wants to employ more "street based teams" in order to meet the needs of people in Slough. We wish to query whether the Council has employed enough people with relevant qualification and experience (or has provision to do so) to fulfil these roles adequately. We also wish to enquire into what the budgeted hours will be for these workers in comparison with the hours put in by youth workers at present".

The Committee noted that the call-in was seeking review and clarity rather than formally calling-in the decision made at the Cabinet meeting. Councillor

## Overview & Scrutiny Committee - 31.03.11

O'Connor as Chair of the Education and Children's Services Scrutiny Panel advised that her Panel had already requested a report to its meeting on 9<sup>th</sup> June on the Youth Services Strategy. Councillor O'Connor proposed that all members of the Committee be invited to attend the Scrutiny Panel as this would avoid duplication of work and meetings.

Councillor Haines argued that the call-in had wider issues that needed to be considered. The Director of Education and Children's Services had commented that the call-in would require significant officer time to research and that there had been insufficient time to carry this out between the receipt of the call and this meeting of the Overview and Scrutiny Committee. The Director had proposed that if the Committee agreed to the call-in it could be taken to the Education and Children's Services Scrutiny Panel on the 9<sup>th</sup> June. After full discussion it was

**Resolved** - That there would be a joint meeting of the Scrutiny Committee and the Education and Children's Services Scrutiny Panel on the 9<sup>th</sup> June 2011 to consider the Youth Service Strategy and the issues raised in the call-in.

### 91. Executive Forward Plan

The Executive Forward Plan for the Cabinet was noted.

The Chair drew attention to a letter he had received from Councillors Walsh and Maclsaac following a meeting of the Health Scrutiny Panel on 21<sup>st</sup> March, 2011. The Health Scrutiny Panel had considered the public consultation on mental health in patient facilities serving the East of Berkshire. The Panel had agreed to reject the decision of the Board and recommend that the Board did not proceed with the Trust's preferred option to progress the outline business case in option 1 (i.e. that all beds be relocated to Prospect Park Hospital in Reading). The Panel had recommended that an Independent Working Group (Health Scrutiny Task and Finish Group) be set up to consider this matter, consider the evidence used by the Board in reaching its decision and decide what action/recommendations it wished to make. The establishment of a Task and Finish Group required the authorisation of the Chair and Vice-Chair of Overview and Scrutiny Committee. Members of the Committee supported the establishment of the Task and Finish Group but were concerned about the timing as it was believed that the Board may make a decision in June and that the Task and Finish Group would not have time to meet to give detailed consideration to the issue.

After discussion it was -

**Resolved** -

- (a) That the establishment of a Task and Finish Group be endorsed.
- (b) That a letter be written to the Board seeking a postponement of their decision to allow the Council to scrutinise as proposed.



## **Overview & Scrutiny Committee - 31.03.11**

### **92. Attendance Record**

The Overview and Scrutiny Committee attendance record was noted. It was noted that at the meeting of the Committee on 20<sup>th</sup> January councillor Bains had presented his apologies and that the record should be adjusted accordingly.

### **93. Date of Next Meeting- Tuesday, 7th June, 2011**

The next meeting of the Committee would be Tuesday, 7<sup>th</sup> June, 2011.

### **94. Scrutiny Officer**

Members noted that this would be the last meeting that Sunita Sharma's attended as Scrutiny Officer. Sunita had been on a 3 year secondment in the role and the Committee placed on record their appreciation of the work she had undertaken with the Committee and wished her well for the future.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.20 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview & Scrutiny Committee      **DATE:** 7<sup>th</sup> June, 2011

**CONTACT OFFICER:** Teresa Clark  
**(For all enquiries)** Senior Democratic Services Officer  
(01753) 875018

**WARD(S):** All

**PART I**  
**FOR DECISION**

**APPOINTMENT OF SCRUTINY PANELS**

**1 Purpose of Report**

1.1 This report seeks approval to the establishment of a number of Scrutiny Panels and the nomination of Members to serve on them.

**2 Recommendations**

2.1 That the Panels set out in paragraph 5.1 of this report be appointed for the 2011/12 municipal year.

2.2 That the Committee note the allocation of seats to the Panels (paragraph 5.2).

2.3 That the Committee agree the allocation of Chairs and Vice-Chairs of Panels on the basis set out in paragraph 5.3 and that the Panels be invited to appoint their Chairs and Vice-Chairs at their first meetings.

2.4 That Members be appointed to serve on each of the Panels in accordance with the wishes expressed by Political Groups in respect of seats allocated to them as set out in paragraph 5.4 below.

2.5 That the co-opted Members listed in paragraphs 5.5 and 5.6 below be appointed to the Neighbourhoods & Community Services and Education & Children's Services Panels.

**3 Community Strategy Priorities**

There are no implications for the Community Strategy priorities as this report is administrative in nature.

**3 Legal Human Rights and Other Implications**

4.1 The recommendations meet the requirements of political proportionality as set out in Local Government and Housing Act 1989 and associated Regulations. There are no other implications arising from this report.

5. **Supporting Information**

- 5.1 The Committee is being recommended to re-appoint three Scrutiny Panels for the 2011/12 municipal year.
- 5.2 Scrutiny Panel seat allocations have been calculated to reflect actual group membership and statutory proportionality entitlements as follows:

<b>Panel</b>	<b>Total Seats</b>	<b>Labour</b>	<b>Conservative</b>	<b>BILLD</b>
Education & Children's Services Panel	9	6	2	1
Health Panel	9	6	2	1
Neighbourhoods & Community Services Scrutiny Panel	9	6	2	1

- 5.3 The Council's Constitution states that each Panel will consider electing a Chair and Vice Chair at its first meeting. The Chairs of the Panels' will be offered to a member of the Administration. The Vice Chairs will be offered to a member of the Opposition. A Panel may appoint any of its voting members if the offer is not accepted.
- 5.4 The political groups have been requested to nominate Members to sit on the Panels. Those received to date are set out below:-

**Education & Children's Services Scrutiny Panel**– Councillors Abe, Dar, Davis, P K Mann, Minhas, O'Connor, Sharif, Smith, S P Wright `

**Health Scrutiny Panel**– Councillors Chohan, Davis, Long, P K Mann, Munawar, Rasib, Plimmer, Sharif, Strutton

**Neighbourhoods & Community Services Scrutiny Panel** – Councillors Carter, Buchanan, Dar, Minhas, Munawar, Plenty, Sohal, Strutton, A S Wright

5.5 **Education & Children's Services Scrutiny Panel**

- 5.6 The Committee is asked to approve the appointment of the following education co-opted Members to the Education & Children's Services Panel:-

**Voting Co-opted Members**

(Church of England)- Nomination awaited from the Diocese  
Mrs P Parker (Roman Catholic Church)- Nomination awaited from the Diocese  
Parent Governor Representatives – Two nominations awaited from governing bodies.

**Non-Voting Co-opted Members**

Head Teacher Representative – Charlie McGeachie  
Secondary School Teacher Representative – TBA

Primary School Teacher Representative – TBA

5.7 Neighbourhoods & Community Services Scrutiny Panel

The Committee is also asked to approve the following 3 appointments as non-voting co-opted members of the Neighbourhoods & Community Services Panel to speak on matters relating to housing:-

Slough Federation of Tenants and Residents- TBA

Chairperson of Customer Senate- TBA

Chairperson of Leasehold Forum-TBA

6. **Background Papers**

Local Government & Housing Act 1989 and associated Regulations.  
Constitution

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Report title: **Census 2011**  
Report to: Overview and Scrutiny Committee  
From: Naveed Mohammed, Scrutiny Officer,  
Tel: 01753 875657  
[Naveed.mohammed@slough.gov.uk](mailto:Naveed.mohammed@slough.gov.uk)  
Date: 07 June 2011  
Wards affected: All

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### **1. Purpose**

This paper provides a concluding report to the Council's Overview & Scrutiny Committee relating to the delivery of the Census 2011 project in Slough.

### **2. Recommendations**

The Committee is asked to consider the contents of this paper and:

- (a) Note the planning, preparation, execution and partnership working in the project
- (b) Comment on the ONS input and consider what formal response, if any, should be relayed to the ONS at this stage and whether to call-back the ONS to a future meeting to be questioned about future provision
- (c) Comment on the perceived impact locally of the project and make any observations of lessons learnt to include in the planned wash up and report
- (d) Note that the QA phase is critical to our overall success and consider how best to ensure our inputs and challenge ensure the best outcome

### **3. Delivering the project**

Considerable preparation was undertaken with the setting-up of a Project Board in July 2010. Officers were called to O&S to answer questions and explain about the project plan. Similarly, the Director and other representatives from the ONS were called to explain national preparations and to confirm to O&S about any special measures being put in place so the problems encountered 10 years previously were not prevalent on this occasion.

The operational delivery commenced in early February 2011 with the project being managed wholly through the Chief Executive's directorate. Day-to-day executive responsibility was undertaken by Andrew Millard (Interim Special Projects Manager) supported by Naveed Mohammed (LSP manager), Noreen Mian (communities and cohesion support), Sam Daynes (media, communications and engagement), Russ Bourner (quality assurance) and Theresa Carter (administration).

The overall Project Board comprised representation from all the LSP partners including

- Fire and Rescue Service – Paul Jacques and Kuldeep Kuner

- PCT – John Pullin
- Thames Valley Police – Andy Shearwood
- Slough BC – Ruth Bagley, Andrew Millard, Sam Daynes, Naveed Mohammed
- Slough CVS – Ramesh Kukar

The project itself was divided into four phases.

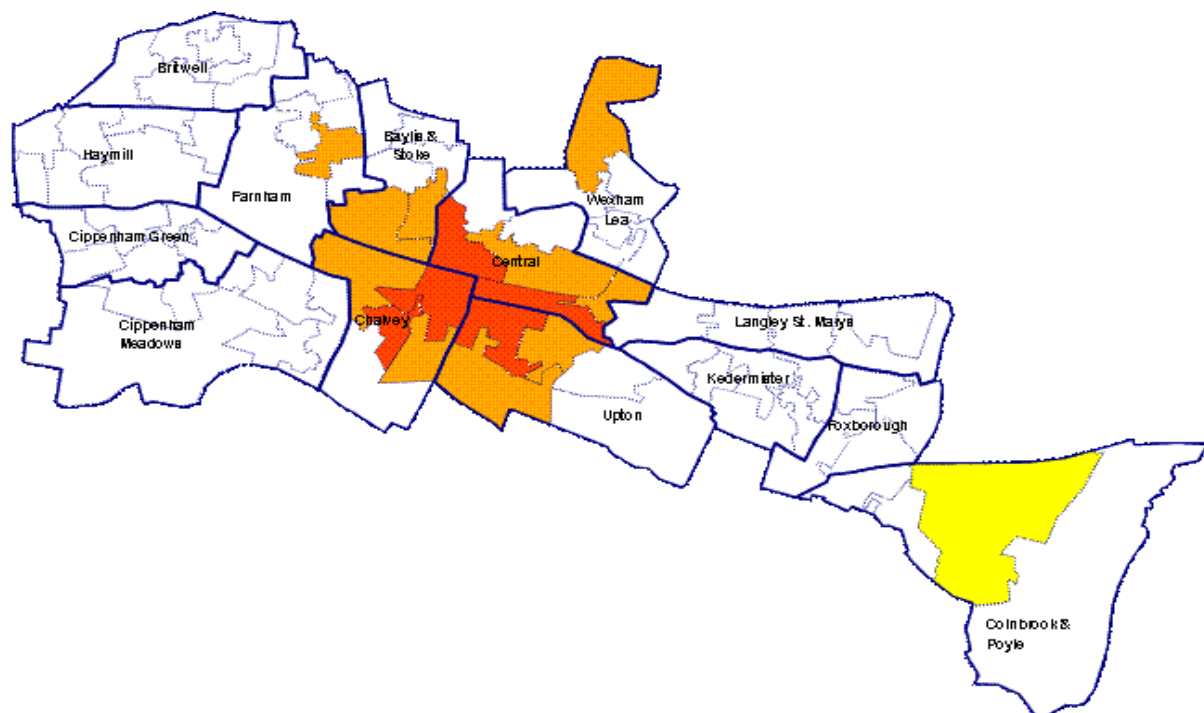
- Preparation – comprising research and development of a delivery plan
- Operational Phase 1 - publicity and roll-out of completion and assistance centres
- Operational Phase 2 – Follow Up and targeted work
- Quality Assurance

Details of the first two phases have been covered in previous reports (March 2011). Details of the work relating to Operational Phase 2 and the Quality Assurance report are contained within.

### 3.1 Operational Phase 2

Operational Phase 2 coincided with the release of provisional data from the ONS detailing the 15 neighbourhoods in Slough where return rates were lower than expected. These 'Cold Spots' were grouped in three levels with level one being the 'coldest' (lowest return) and level 3 being areas of less concern.

The map below details the 'cold spots' as identified in the first release of data on 11 April 2011 with the red/darker areas being level one, the orange/lighter grey being the next level and the yellow/lightest grey being the final area(s) of concern. Those in white/not marked were performing to plan.

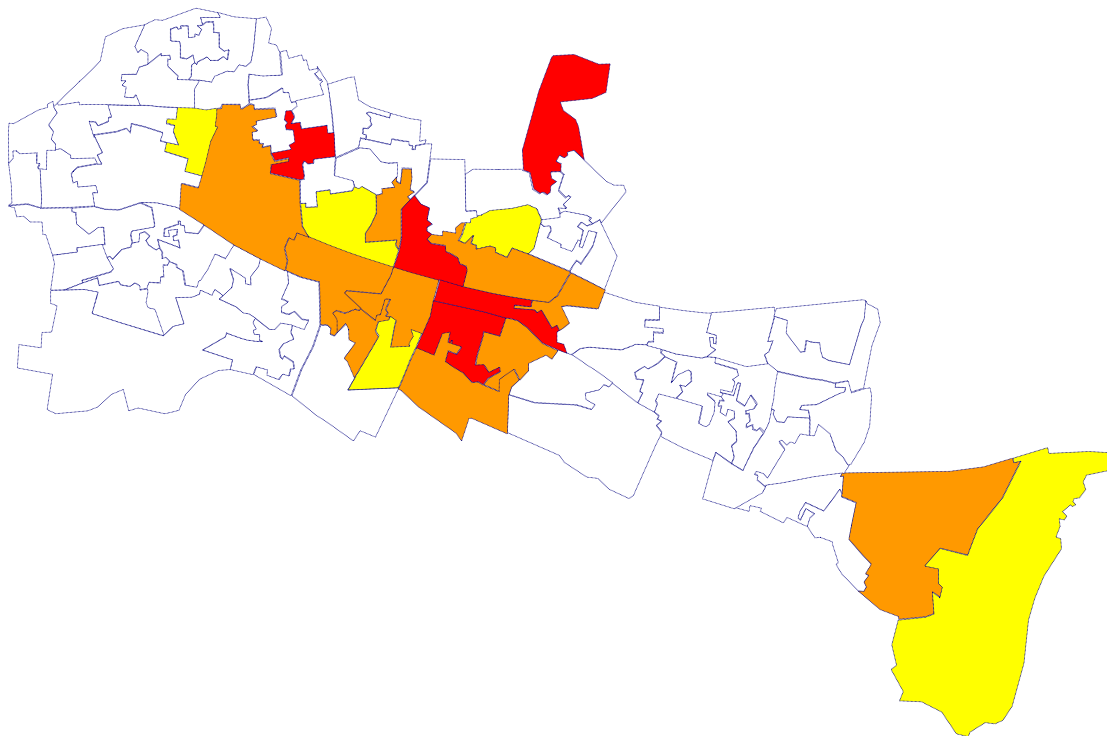




Following the receipt of this data, the Census project team, working closely with the local ONS team, targeted the areas of concern through:

- Targeted leafleting
- Additional assistance centres held in Chalvey and Baylis and Stoke
- Attendance at community events including SADSAD
- Hosting National Census Bus on 18<sup>th</sup> April 2011 targeting central wards
- Targeted work on multi-storey dwellings – Centrika development and developments on the Bath Road

Following this intervention and extra support received from ONS, the profile of 'Cold Spots' as of 30 April 2011 changed to:



The above clearly shows that the additional targeted work addressed a number of the 'RED' areas. This was particularly so in Chalvey and some parts of Central. Meanwhile there was a small number of areas where response rates remained static and consequently these became the 'coldest spots' in the borough, notably Wexham Lea, Colnbrook and Poyle, and some parts of Farnham. Although this is disappointing to see, informal feedback suggests that response rates across the borough have been universally better than in 2001.

ONS and partnership effort on response rates ceased at the end of April. The ONS have now moved into the enforcement phase.

### **3.2 Quality Assurance**

Raising our response rates is critical to securing a good base figure. The next phase is to build on work already undertaken last year to ensure that projections from that

base are accurate and maximise our population projection. It is critical to ensure that the data provided to the ONS is fit-for-purpose. This is the Quality Assurance exercise with the ONS allowing each area to submit a dossier of local evidence concerning population numbers. This might include, for example, data on the number of patients on GP registers, information held by the local authority about council tax, pupil numbers at school, birth rates, etc. – data, that whilst not directly related to total population numbers, provides strong supporting evidence or indicates trends. In addition, data that supports population numbers of particular communities can also be submitted which should be of great value here in Slough given the exponential rise in the number of Eastern Europeans settling locally, many of whom have not been counted in official estimates. Finally, the area is entitled to submit evidence of correspondence between ONS and local stakeholders where disputes or concerns raised and how these have been addressed.

SBC is working with our partners to compile the relevant data and supporting dossier. The internal date we set for production of the first draft is 31 May 2011. There will then be a period of proofing and consultation before we seek final submission in June.

Additional advice received from the ONS over the last few months is that there is no formal deadline for submission of information and data. As such, where additional data is received/produced which would be considered to be of value, Slough will continue to submit this on an as-and-when basis. For example any new evidence on sheds and HMOs will be to our advantage.

### **3.3 The impact of the 2011 Census Project overall**

Official but provisional figures released by the ONS on 31 March 2011 showed that the initial response level for the Census for the South East was 72%. We believe Slough's performance compared relatively well to the regional figure and considerably better than its performance, at the same stage, in 2001.

Since then, the ONS has decided not to release further information although sources indicate we have performed extremely well, comfortably exceeding our outturn in 2001 of 84%. In assessing how the various activities undertaken since February 2011 have been received and the impact they have had on communities, the indications are positive. Awareness of the Census has been much greater including awareness of the impacts on the town and the sanctions for non-completion. Engagement with a broad range of communities has been positive and we were able to secure commitment from both established communities (Pakistani, Indian) and more importantly, newly arrived communities including Somali, Polish, Roma and others.

We nevertheless need to maintain the evidence and pressure to secure a sound projection and overall high figure.

#### **4. Key Lessons**

- Whilst the ONS has played an important part in delivering the overall 2011 Census in Slough, the operational input has been patchy. Thus whilst during the 2<sup>nd</sup> operational phase, the ONS devoted much higher levels of resource and responded more positively to overtures than in the past, the initial commitment and level of resource was not what was expected. The partnerships inputs have been vital to securing a high response rate and we are led to believe that the impact of Slough's investment is visible in the overall performance against comparable communities.
- Whilst engagement with communities was good overall, translating this into better response levels was not always as easy. Anecdotal evidence suggests that the Roma and parts of the recently arrived Polish communities in particular were more resistant to actually completing and returning forms. This was despite targeted work and close collaboration with the Polish Church, Roma Church and the YMCA.
- Whilst the project had success in identifying and targeting HMOs – we are still unsure how successful we have been in capturing multi-occupancy households and we will continue the work of identifying, registering and reporting these to the ONS.
- The setting-up and active management of a team within the Council has helped drive the project and allowed considered focus. The limited sums invested will, it is believed be recovered in the form of additional government grant money.
- The project has considerably improved our experience of achieving intensive community engagement beyond the usual methods, community organisations and leadership. This is likely to be a valuable by-product of the project and a wash up workshop is being organised to capture learning for the partners in future.

#### **5. Conclusion**

The Census 2011 project so far can be deemed overall to have been a success in increasing the response rate. Given the size of the challenge in delivering a successful Census in Slough – from linguistic issues within key communities and a young and highly mobile population through to the number of HMOs and highly diverse nature of the town – capturing an accurate population profile was always going to be challenging. The achievement of a higher response rate against a more complex population profile is admirable. The investment in the QA process should reinforce a higher population figure.

The project has had success in engaging key communities. In addition, the profile has been raised within the Council and partner organisations. A number of the activities have had notable impacts including the 100+ assistance centres and the publicity/awareness drive. The close partnership working between the LSP members was also a key positive. Finally the commitment of staff across the Partnership has been exemplary as has the contribution made by Voluntary sector colleagues.

However there are a number of lessons to be drawn and which would be useful to note if and when Slough embarks on a similar project. It is recommended that a detailed lessons learnt report be commissioned which would capture the learning.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee **DATE:** 7<sup>th</sup> June 2011

**CONTACT OFFICER:** Philip Hamberger - Assistant Director Commercial and Transactional Services  
**(For all enquiries)** (01753) 875503

**WARD(S):** All

**PART I**  
**FOR COMMENT AND CONSIDERATION**

**FUTURE PROVISION OF TRANSACTIONAL SERVICES FOR SLOUGH BOROUGH COUNCIL - PROGRESS UPDATE REPORT**

**1. Purpose of Report**

To update the Overview and Scrutiny Committee on the progress to date regarding the procurement and establishment of the Transactional Services Centre in Slough as agreed by Cabinet on 9<sup>th</sup> November 2010.

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

The Committee is requested to note the proposed recommendations to Cabinet:

- (a) Note the progress so far and to instruct officers to continue with the competitive dialogue process until the Preparation of the Invitation To Submit a Detailed Solution (ISDS).
- (b) Note the Lessons Learned Report from the previous shared services project to ensure we successfully deliver the above project.

**3. Community Strategy Priorities**

Transactional service arrangements link to the effective and efficient running of the Council. The aim is to reduce the transactional services costs whilst delivering on agreed quality of service in line with our medium term financial strategy. Many of the transactional functions, including benefits and Council Tax collection service, will support some of the more vulnerable members of the community, but by driving out costs will overall will enable other front line services to continue to meet the needs of the Borough, hence supporting all of the beneath:

- Celebrating Diversity, Enabling inclusion
- Adding years to Life and Life to years
- Being Safe, Feeling Safe
- A Cleaner, Greener place to live, Work and Play
- Prosperity for All

#### 4. Other Implications

##### (a) Financial

The evaluation of any interests tendered and recommendations for members will be dependent on the financial contribution secured from any such arrangement. Given cost reductions already agreed in the support services areas (20%) the only way to secure further efficiencies which will be required from 2012 onwards will be via such an arrangement. It is our ability to drive maximum efficiencies in back office and support services that provide protection for our front line and customer facing services in line with members' expectations.

Early discussions have indicated that the potential cost savings achievable through establishing a contract with a private sector provider based in the town are in the region of 20% of cost (after the projected efficiencies). This could deliver a saving in the region of £1.5 to 2 million on the costs of the functions currently included within this proposal.

Members should note that a higher saving might be achieved by out-sourcing these services to a provider elsewhere in the country. That would not deliver the community and employment benefits in this proposal.

##### (b) Risk Management

There are significant risks as well as opportunities of entering into such an arrangement. Any risks to the council will be identified and managed through our existing risk management policies and reported on a regular basis.

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
<i>See recommendation (a)</i>	<i>Failing to meet the timescale</i>	<i>Rigorous project management and delegation of the procurement process</i>
<i>See recommendation (a)</i>	<i>Staff disruption and concern</i>	<i>This proposal offers an opportunity to protect staff jobs locally and to reduce staff reductions throughout the council.</i>  <i>An inclusive approach to the transfer will help to allay staff concerns.</i>
<i>See recommendation (a)</i>	<i>Not securing an appropriate partner</i>	<i>Eight potential partners have expressed interest, with proven track records and expertise in these areas.</i> <i>The council has a sound offer but will need to be flexible and creative to secure a suitable agreement.</i>

<i>See recommendation (a) and (b)</i>	<i>Levels of service cannot be achieved</i>	<i>Clear specification and service credits are to be included in the contract</i>
<i>See recommendation (a)</i>	<i>Not achieving Council's MTFS</i>	<i>This proposal offers a clear opportunity to meet the Councils financial pressures whilst maintaining services</i>

(c) Human Rights Act and Other Legal Implications

Legal Services are represented on the project team to ensure that the project is compliant with procurement, employment and all other legal requirements. Advice has been given on the appropriate procurement process and a draft contract has been prepared which protects the Council's interests. There are no other immediate legal or human rights implications.

(d) Equalities Impact Assessment

As details of the proposal become clear these will be checked again, but it is not envisaged that there will be any concerns arising since the intention is to protect existing staff wherever possible and to maintain services to our community.

(e) Workforce

With the setting up of such a mode of service provision there will be TUPE transfer issues of staff in the affected areas moving into the new arrangement. More detail of these will be provided as the proposals are progressed.

**5. Supporting Information**

5.1 On 9<sup>th</sup> November 2010 the Cabinet agreed:

(a) That officers be instructed to commence the most appropriate procurement process to engage with suitable service providers to attract a partner to establish a regional Transactional Services Hub in Slough with the view to providing transactional services to other public sector organisations and as part of the process in awarding any such contract the following will be a prerequisite:

- (i) Service provider must be located in Slough.
- (ii) Existing employees engaged in TUPE processes.
- (iii) Clear performance standards and any new procedures or standards set by the Government will be in place to ensure high quality performance. If standards are not met they will be subject to financial credits.
- (iv) A robust retained client function is established to ensure effective ongoing contract Monitoring Arrangements are in place and provide regular reports to Members.
- (v) The Lead Cabinet member be involved from the outset.

(b) That a report back be brought to a future Cabinet meeting in line with the procurement timetable

5.2 These services would include the following: Housing Benefits, Council Tax collection, NNDR (Business Rates), Payroll, Payments, Creditors & Debtors,

Cashiers, Accounting Technicians, Recruitment, E-HR, and Document Image Processing. Other functions may be identified in the course of the next year and beyond.

5.3 The procurement timetable is:

OJEU Notice Published	02 November 2010
Deadline for return of PQQ	14 March
Notification of short listed suppliers	24 March
Supplier Workshop	28 March
Issue ITPD/ISOS	01 April
Deadline for return of ITPD/ISOS	10 May
Dialogue Meetings week commencing	06 June
Site Visits (where necessary)	w/c13 June
Issue ISDS	22 June
Deadline for return of ISDS	13 July
Dialogue Meetings week commencing	25 July
Issue ISFT	1 August
Deadline for return of ISFT	22 August
Final Dialogue/Clarification meetings	05 September
Contract Award	09 September

Members should note that this an ambitious timetable

5.4 The Procurement Phase is still in progress and is currently on schedule. The OJEU Notice was published 2<sup>nd</sup> November inviting expressions of interest in creating a Transactional Service Centre in Slough Borough Council and 26 expressions / enquiries received

5.5 Eight suppliers completed Pre-Qualifying Questionnaire (PQQ) and have submitted an Outline Solution. The PQQ's were evaluated by

<b>Area of responsibility</b>	<b>Member of staff</b>
Chair	Roger Parkin
Procurement	Jo Head
IT requirement/considerations	Simon Pallet
Benefits	Charlie McKenna
Legal	Alan Brennan
Finance	Emma Foy
ICT	Simon Pallet

5.6 Following the evaluation a workshop was held on the 28<sup>th</sup> March 2011. This covered: SBC Overview, Project timetable and Q & A and opportunity to clarify council's position and respond to supplier questions. All the potential suppliers attended and the feedback from them was positive

5.7 An Invitation to submit Outline Solution / Invitation to Participate in Dialogue was issued on the 1<sup>st</sup> April – as per timetable. Over 300 questions were raised by suppliers and all these were answered in line with the timetable. The deadline for submission 10<sup>th</sup> May 2011 and all eight companies have submitted bids that are



being evaluated. Dialogue meetings are scheduled for week commencing 13<sup>th</sup> June 2011.

- 5.8 The core project team is shown in the table below. Other service specialists will be invited to join the team as and when required.

<b>Area of responsibility</b>	<b>Member of staff</b>
Chair	Philip Hamberger
Project support	Vijay McGuire
Procurement process	Jo Head
IT requirement/considerations	Simon Pallet
Financial Processing	Eugene Spellman
Legal	Alan Brennan
Finance	Emma Foy
ICT	Simon Pallet
Communications and engagement	Sue Binfield

- 5.9 In December 2008, Slough Borough Council (SBC) joined with Cambridgeshire County Council (CCC) and Northamptonshire County Council (NCC) to establish a Local Government Shared Services Programme (LGSS). The three Councils subsequently signed a Partnership Agreement with the objective of creating a shared service support venture.
- 5.10 Upon reviewing the detailed business case for the venture it was decided to withdraw in March 2010 due to the financial investment and long term implications to SBC.
- 5.11 The lessons learnt during the LGSS programme have been assessed and used to inform the Transactional Services Programme. Appendix One shows these lessons and the actions taken.

## **6. Conclusion**

The procurement phase is going well and is proceeding on schedule with all the qualified suppliers submitting an Outline Specification.

Further update reports will be provided to Members as the project develops.

## **7. Appendices Attached**

- 8.1 LGSS Project Lessons Learnt Report

## **8. Background Papers**

None.

## APPENDIX 1

### Lessons Learnt From LGSS Shared Services Project

#### **Executive Summary:**

In December 2008, Slough Borough Council (SBC) joined with Cambridgeshire County Council (CCC) and Northamptonshire County Council (NCC) to establish a Local Government Shared Services Programme (LGSS). The three Councils subsequently signed a Partnership Agreement with the objective of creating a shared service support service venture.

The vision for LGSS was: “The creation of a shared service from which local government can easily source best practice support services and solutions”.

The aim of LGSS was to optimise the capability of a common ERP and other supporting systems; maximise economies of scale; generate financial benefits; provide a wide range of transactional and professional services; provide a viable alternative to outsourcing (cost and quality). LGSS would be delivered through a robust governance vehicle, employing its own staff and having its management team and Board, but with its strategic direction being defined by the founding authorities.

#### **Objectives:**

The key objectives of the LGSS are to:

- **Reduce the cost of support services for the founding partners** – services will be highly effective and efficient, providing value for money and, where appropriate upper quartile performance for lowest possible quartile costs. Services will be delivered in a cost-effective manner, through economies of scale, process optimisation, service redesign and service consolidation;
- **Provide high performing support services** that are specifically designed to meet the needs of local government using industry best practice – ensuring that processes and service performance are fully aligned with the needs of their clients. The aim is for the shared service to foster a culture that is based on meeting customer expectations and where the service itself continuously improves;
- **Provide additional value** to recoup part of the investment made by the three authorities in the Oracle eBusiness Suite and associated process design, both through:
  - Achieving significant cost savings for the founding authorities; and
  - Generating a financial benefit (profit or cost savings) to the founding partners from offering support services to other public sector organisations that seek a viable alternative to traditional outsourcing.
- **Make the investment** to create a scaleable shared service centre model – leveraging the necessary skills and competencies available in the market, and using the most economic sources of capital;
- **Enable simple procurement** for local government organisations, by removing the need for new joiners to run a full EU procurement in order to join, thus creating an attractive public sector offering;
- **Be seen as leaders** within the local government sector for shared services – being recognised as one of the true local government shared service that embraces and can deliver the requirements of other local authorities

**Review of Project Plan:**

Overall the Outline Business Case (OBC) estimated that LGSS would enable the three councils to reduce the cost of in-scope services by approximately £3m per annum (c 9%), achieving a positive NPV by year 5 and having a 3 year pay-back period.

However achieving the savings would require a greater commitment from the partner Councils. In February 2010 it became clear that the partner Authorities were not able to agree the proposed service delivery model. SBC believed that the risks in pursuing LGSS outweighed the rewards and a decision was taken to stop our involvement with the programme as SBC were unable to commit fully given the council's present priorities and financial commitments.

**Status and Outstanding Actions:**

Project Closure Agreement to be sealed following a significant decision by Roger Parkin on behalf of SBC in March 2010.

A careful assessment of the other options available to SBC will be made over the next few months, so that SBC can determine a plan for the delivery of transactional and professional support services in the future.

The next step will be a review of all support services and where possible to start using the best practice processes we have developed from the LGSS programme.

Ownership needs to be determined of the LGSS intellectual property relating to SBC e.g. who will take responsibility for the shared services shared drive.

	<b>Learning/Issues</b>	<b>Action</b>
1.	For future projects all Members should be kept informed of progress on a regular basis.	Regular reports to the cabinet are scheduled as part of this programme.
2.	Ensure commitment of Chief Executive, S151 Officer and Monitoring Officer to major projects.	CMT receive monthly updates on this project and the S151 Officer is joint sponsor of the project
3.	Ensure effective contract management of external resources; agree deliverables at the start and monitor performance against these targets.	At the moment no external resources are being used
4.	Define stages and times for Gateway Reviews.	Gateway Reviews are scheduled at each key phase of the procurement and this includes reports to Cabinet asking for permission to proceed to the next stage. Regular meetings with the Audit Commission have been established to monitor project progress.
5.	Ensure that significant risks are recorded on the Risk Register	A risk register is in place and is a standing item at Programme Group Meetings. The Risk register is reviewed regularly and mitigating action taken as required
6.	Record decisions as well as actions in all Board and Project Team meetings	Notes and actions are recorded by the Project Support Officer. Appropriate actions taken by Lead Officers
7.	Segments of the organisation affected by changes from Central Services need to be consulted at an early stage about the effect on the delivery of their front line services.	Staff involved in Transactional Services have been consulted and regular staff briefings are being held. A consultation strategy has been developed with support from the Communications Team.

8.	A relevant communications plan/engagement plan developed to time communications to better fit the decision making process and to communicate with the whole council not just to staff directly affected by the change.	A communications strategy has been agreed by CMT and a three monthly communications will be agreed monthly by CMT. It will ensure that the timing of communications celebrate success with SBC employees, give consistent messages at the same time and that clear and regular messages are given to the whole retained organisation.
9.	Decision log with clear responsibility for updating	A decision log has been drafted and is reviewed by the Programme Group
10.	Plans for staffing - back filling to cope with peaks at key stages of the project.	A dedicated resource has been recruited to provide project management. Resource issues are considered at the programme group and any concerns discussed. If needed they will be escalated to CMT.
11.	Communication/engagement with Members - major projects should have greater visibility with Members of Scrutiny and Cabinet, timely update reports required	Regular briefing sessions with commissioners, regular reports scheduled for O&S and Cabinet at key stages of programme
12.	Project Management Arrangements	Project Manager in place full Prince 2 methodology implemented
13.	Clarity about what's being delivered - Clear Action Plan from meetings with designated lead officers.	Each meeting has notes and actions allocated where needed.

**OVERVIEW AND SCRUTINY COMMITTEE**  
**WORK PROGRAMME 2011/2012**

<b>Agenda Items</b>	<b>Final deadline for Reports (Provisional)</b>	<b>Agenda Despatch (Provisional *)</b>	<b>Date of Meeting</b>
<ul style="list-style-type: none"> <li>• Performance and Financial Reporting 2011/12</li> </ul>	Wednesday 29 <sup>th</sup> June 2011	Friday 1 <sup>st</sup> July 2011	Tuesday 12 <sup>th</sup> July 2011
	Wednesday 31 <sup>st</sup> August 2012	Friday 2 <sup>nd</sup> September 2011	Tuesday 13 <sup>th</sup> September 2011
	Wednesday 28 <sup>th</sup> September 2011	Friday 30 <sup>th</sup> September 2011	Tuesday 11 <sup>th</sup> October 2011
	Wednesday 2 <sup>nd</sup> November 2011	Friday 4 <sup>th</sup> November 2011	Tuesday 15 <sup>th</sup> November 2011
	Wednesday 23 <sup>rd</sup> November 2011	Friday 25 <sup>th</sup> November 2011	Tuesday 6 <sup>th</sup> December 2011
	Wednesday 4 <sup>th</sup> January 2012	Friday 6 <sup>th</sup> January 2012	Tuesday 17 <sup>th</sup> January 2012
	Friday 20 <sup>th</sup> January 2012	Tuesday 24 <sup>th</sup> January 2012	Thursday 2 <sup>nd</sup> February 2012
	Wednesday 22 <sup>nd</sup> February 2012	Friday 24 <sup>th</sup> February 2012	Tuesday 6 <sup>th</sup> March 2012
	Wednesday 28 <sup>th</sup> March 2012	Friday 30 <sup>th</sup> March 2012	Tuesday 10 <sup>th</sup> April 2012
Unprogrammed items—subject to review by newly			

<p>appointed Committee:</p> <ul style="list-style-type: none"> <li>• Medium Term Financial Plan:- A periodic report detailing the reasons for employing any Consultant, setting out in particular the related costs and benefits be submitted to the Committee.</li> <li>• Effect of Economic Downturn on the Economy of Slough-Update.</li> <li>• Post-Implementation Review of Art @ the Centre Scheme (G Ralphs/R Kirkham)</li> <li>• Customer Services Update (RP)</li> <li>• Report on the impact of the budget on MyCouncil (RP)</li> </ul>			
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