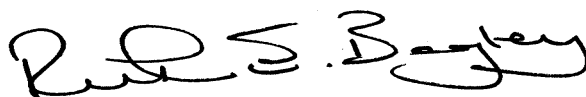


Date of issue: 31st March, 2014

MEETING	OVERVIEW & SCRUTINY COMMITTEE (Councillors O'Connor (Chair), Bal, Davis, Hussain, Malik, M S Mann, Minhas, Nazir and Smith)
DATE AND TIME:	TUESDAY, 8TH APRIL, 2014 AT 6.30 PM
VENUE:	MEETING ROOM 3, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	SHABANA KAUSER 01753 787503

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

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	Apologies for absence.		
	CONSTITUTIONAL MATTERS		
1.	Declaration of Interest		
	<i>All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3</i>		



AGENDA
ITEM

REPORT TITLE

PAGE

WARD

paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.

The Chair will ask Members to confirm that they do not have a declarable interest.

All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.

- | | | | |
|----|--|-------|--|
| 2. | Minutes of the Last Meeting held on 4th March 2014 | 1 - 6 | |
|----|--|-------|--|

SCRUTINY ISSUES

- | | | | |
|----|------------------|--|--|
| 3. | 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).

- | | | | |
|----|---|---------|-----|
| 4. | Corporate Plan 2014/15 | 7 - 24 | All |
| 5. | Transactional Services Partnership Update | 25 - 40 | All |
| 6. | Estate Services Review - Update on Improvements | 41 - 46 | All |
| 7. | Annual Scrutiny Report 2013/14 | 47 - 72 | All |

REPORTS FOR INFORMATION

- | | | | |
|-----|--|---------|-----|
| 8. | Loanshark Service - A Partnership Initiative | 73 - 76 | All |
| 9. | Attendance Record | 77 - 78 | |
| 10. | Date of Next Meeting - 17th June 2014 | | |

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 Tuesday, 4th March, 2014.

Present:- Councillors O'Connor (Chair), Davis, Hussain, Malik, M S Mann, Minhas, Nazir and Smith (Vice-Chair)

Also present under Rule 30:- Councillors Grewal and Parmar.

PART I

73. Declaration of Interest

None.

74. Minutes of the Last Meeting held on 6th February 2014

Resolved – That the minutes of the last meeting held on 6th February 2014 be approved as a correct record.

75. Member Questions

There were no questions received from Members.

76. Presentation by Sara Thornton CBE QPM, Chief Constable, Thames Valley

Prior to the presentation by the Chief Constable, Members wished to place on record a vote of thanks to Richard Humphrey, the former Area Commander for Slough.

Sara Thornton, Thames Valley Police (TVP) Chief Constable and Simon Bowden, Area Commander for Slough were welcomed to the meeting. It was brought to Members' attention that a review by Her Majesty Inspector of Constabulary in July 2013 had concluded that TVP had made a strong response to meeting its financial challenge over the past two years and that they were only one of four forces in England and Wales where the number of police officers in frontline roles was planned to increase.

Members were informed that the Police Delivery Plan 2013/14 contained six strategic objectives for TVP and were outlined as:

Objective One: to cut crimes there are of the most concern to the public and to protect the most vulnerable members of the communities.

- There had been a significant decrease in the number of crimes recorded in the Slough area.
- Fifteen full time staff were employed to scrutinise crime recording statistics for TVP to ensure accurate data was provided.
- The Police Commissioner had set specific objectives for the force to reduce their crime figures for and these were noted as violence against

Overview & Scrutiny Committee - 04.03.14

the person, burglary (dwelling), violence against the person with injury and rape offences.

Objective Two: Increase the visible presence of the police.

- Despite the financial challenges, TVP had increased the total number of patrol officers and police community support officers (PCSOs) from 2,371 in April 2011 to 2,419 in April 2013.

Objective Three: Protect our communities from the most serious harm

- Tackling Child Sexual Exploitation: Members were informed that following the high profile case in Oxford, further resources had been dedicated to this area including additional staff and funds into Child Abuse Investigation Units. In addition, although Multi-Agency Safeguarding Hubs (MASH) were being initiated across the force, this was proving to be difficult to establish in Berkshire. It was explained that with six unitary authorities' within Berkshire, agreeing on a MASH model was problematic. Although the favoured option was most likely to be establishing a MASH in the East and West of Berkshire, a number of options were due to be considered at a meeting with Chief Executives in the near future.
- Organised Crime Groups: A total of 72 organised crime groups were currently active in the Thames Valley area, 21 of which had been successfully disrupted in 2012/13. Partnership work with the Government Agency Intelligent Network (GAIN) to share information and disrupt organised criminality had proved successful. Details of Operation Saffron were outlined, where 23 people were arrested and 18 charged in connection with a street gang in Reading concerning firearms and drug dealing.

Objective Four: Improve communications with the public in order to cut crime and build trust and confidence with communities.

- Statistics regarding the number of visits to the website and social media followers were detailed.

Objective Five: To tackle bureaucracy and develop the professional skills of all staff.

- A number of initiatives had been developed to address the issue including a South East Police Shared Network Services Agreement which had resulted in significant savings.
- A new Records and Evidence Centre was opened in December 2013.
- Body Worn Video by officers – 300 cameras had been distributed across 33 locations since June 2013 and feedback there had been excellent feedback from operational officers.
- Following public consultation in November 2013, a new Code of Ethics had been implemented.

Overview & Scrutiny Committee - 04.03.14

Objective Six: To reduce costs and protect the frontline.

- Savings of £58 million had been achieved through shared activities with Hampshire and ensuring value for money in all activities.

In the ensuing discussion, Members' asked a number of questions, which included:

- The recent OFSTED report regarding Safeguarding Children and Vulnerable Children in which partner agencies were criticised for not providing the support necessary/required to the Local Authority. Mrs Thornton stated that the quality of referrals made by the police following domestic violence cases had been identified as a weakness. To address the issue two additional posts had been created to this area to improve the quality of referrals made to the local authority.

Attendance by police representatives at multi-agency meetings was also referred to. It was noted that although the Area Commander would attend meetings of the Local Children's Safeguarding Board, it would be useful for a schedule of meetings to be sent in advance, as it was often difficult to support meetings at short notice.

The logistical difficulties encountered in establishing a MASH in Berkshire were reiterated and Members were informed that options to address the issue were being explored with the Berkshire unitary Chief Executives.

- A Member asked whether incidents of domestic violence had increased in Slough and whether sufficient resources were in place to address the issue. It was noted that although figures relating to domestic violence offences specifically were not available, statistics for violent offences in Slough had decreased by 4.5% and that appropriate resources were allocated for this area.
- Members asked for details relating to what work was being carried out to tackle forced marriage and Female Genital Mutilation (FGM). The Chief Constable explained that TVP were in the process of implementing a plan which raised awareness of FGM amongst police officers and focusing on multi-agency work. TVP were participating in a Local Conference in Slough, due to be held in June, to raise awareness of forced marriages. It was noted that there was no evidence of organised crime with regard to these specific matters.
- Following a Member query, an explanation was provided regarding response times to residential burglaries.
- Clarification was sought regarding the use of taser guns by officers. Members were reminded that previously only specially trained firearms officers were issued with taser guns. However, this had resulted in increased response times to incidents, especially in rural areas.

Overview & Scrutiny Committee - 04.03.14

Following a review of the use of taser guns, more officers had been trained, which had resulted in four trained officers on duty in each shift.

- Members were informed that child sex exploitation was a Thames Valley wide matter with investigations ongoing across the force. TVP were committed to working with a range of partners to ensure that the most effective strategy was in place to deal with any such cases. It was brought to Members attention that sexual offences against children had increased by 30% in the previous year and that this area presented the greatest challenge to TVP.
- Following a recent incident in the Queensmere Shopping Centre involving an explosive device, Committee Members were informed that the matter had been resolved very effectively, where safety of the public had been paramount.
- It was explained that police officers were allocated to areas based on crime figures and population per head and that as a general principle officers were single crew during the daytime.

The Chair, on behalf of the Committee, thanked Chief Constable Thornton and LPA Commander Bowden for attending the meeting and providing a detailed presentation.

Resolved – That details of the presentation be noted.

77. The Care Bill 2013 - 14 and Better Care Fund

Details relating to the Care Bill 2013-14 were highlighted for Members information. It was highlighted that the Bill was seeking specifically to reform legislation relating to support for carers, provisions for safeguarding adults from abuse or neglect, to make provision about care standards, to establish and make provision about the Health Research Authority.

Members questioned what the key areas of risk were and the implications that the Bill would have for Slough. It was noted that the comprehensive nature of the changes being proposed presented the greatest challenge and that a team including the Assistant Director, Adult Social Care and other relevant partners had been formed to address these.

It was agreed that any further detailed questions would be sent to the Scrutiny Officer and that the responses would be included as an information report to the April committee meeting.

Resolved – That the report be noted.

Overview & Scrutiny Committee - 04.03.14

78. Co-option to the Health Scrutiny Panel

It was brought to the Committee's attention that a request had been received from Buckinghamshire County Council, seeking representation on the Council's Health Scrutiny Panel. The request specifically related to representation on the Panel for consideration of matters relating to Wexham Park Hospital. Members were reminded that the hospital provided healthcare to a population of over 450,000 covering Slough and a number of other neighbouring authority areas including a substantial proportion of southern Buckinghamshire.

Resolved – That a Member from the Buckinghamshire Health and Adult Social Care Select Committee be co-opted to the Health Scrutiny Panel for the consideration of matters relating to Wexham Park Hospital.

79. Forward Work Programme

Details of the work programme were outlined for Members consideration and comment. It was noted that the Corporate Plan would be added to the work programme for the 8th April committee meeting.

Resolved – That the work programme be noted.

80. Attendance Record

Resolved – That the Member's attendance record be noted.

81. Date of Next Meeting

The date of the next meeting was confirmed as 8th April 2014.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.55 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 8th April 2014
CONTACT OFFICER: Tracy Luck, Head of Strategic Policy and Communications
(For all enquiries) (01753) 875518
WARD(S): All

PART I
CONSIDERATION & COMMENT

CORPORATE PLAN 2014/15

1. Purpose of Report

This report provides the Committee with the most up to date information on the proposals being considered by Cabinet in preparing the Council's Corporate Plan for 2014/15, which sets out the Council's objectives and key work areas for the year ahead.

2. Recommendation(s)/proposed actions

The Committee is requested to scrutinise and provide comment to Cabinet on the key issues, risks and challenges, as well as the opportunities and approaches being taken in preparing a Corporate Plan for the borough for 2014/15.

3. Slough Joint Wellbeing Strategy Priorities

The Plan contributes to the delivery of all of the following Slough Joint Wellbeing Strategy Priorities:

- Health
- Economy and Skills
- Housing
- Regeneration and Environment
- Safer Slough

4. Other Implications

(a) Financial

This Plan has been developed in parallel with the Council's service planning and budget planning processes for 2014/15 [and Our Medium Term Financial Plan] in order to ensure that there are sufficient resources in place to deliver all of the highlighted activity within existing resources. As a consequence, there are no specific financial implications associated with agreement of the Plan as it is currently drafted. Any new activities will however need to be the subject of separate reports to Cabinet setting out their financial implications, where appropriate.

(b) Risk Management

Risk assessment and management has been or will be carried out for specific actions identified in the Plan, where appropriate. As a result there are no specific risks associated with agreement of the Plan as a whole.

(c) Human Rights Act and Other Legal Implications

There are no human rights act and other legal implications.

(d) Equalities Impact Assessment

Equality and diversity issues are a mandatory consideration in the decision making of the Council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals emerging from the finance and service planning processes have been properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train. At the time of writing no specific equalities implications are associated with the agreement of this Plan. Further work will however be undertaken by service areas as and where appropriate to ensure that any specific and /or cumulative equalities impacts of our proposals are identified and fully understood [and mitigating activities put in place] as part of a fuller consideration of an equalities impact assessment.

6. Supporting Information

- 6.1 The Corporate Plan is the overarching strategic document for the Council, setting out its strategic priorities and objectives for the year ahead. It sits above published Service Plans for each Directorate providing a clear link between the Council's strategic objectives and the actions each service will take to deliver them. The Corporate Plan is one of the Plans which must be approved by Council.
- 6.2 The latest version of the Plan (see Appendix A) has been re-designed to be accessible to residents, partners and staff and will provide a framework for future engagement activity. It includes the following objectives (in terms of our external services and internal functions) which remain relatively unchanged from 2013/14 and can be summarised as follows:
 - Improve customer experience
 - Deliver services and facilities to meet local needs
 - Develop new ways of working
 - Deliver local and national change and improvement
 - Develop a skilled and capable workforce
 - Promote economic growth and protect the Council's finances
- 6.3 The Plan does not reflect the entirety of the Council's activities - but identifies a number of key high-level actions that our services will undertake under each of the objective headings to deliver the priority outcomes and help translate our vision for Slough into a reality over the forthcoming year.

7. Conclusion

- 7.1 The Committee is being given the opportunity to provide comments to the Cabinet in advance of it finalising it's objectives for the 2014/15 financial year.
- 7.2 Cabinet will consider and recommend to Council that the Corporate Plan is agreed at the meeting on 14 April 2014.

8. Appendices Attached

'A' Draft Corporate Plan 2014/15

9. Background Papers

None.

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Corporate Plan

2014 - 2015

Document Control

Document details	
Document name	<i>Corporate Plan 2014 - 2015</i>
Document version number	<i>6.0</i>
Document status	<i>Live</i>
Author	<i>Amanda Renn, Policy Officer, 01753 875560</i>
Lead Officer	<i>Tracy Luck, Head of Strategic Policy and Communications</i>
Approved by	
Scheduled review date	

Version History		
Version	Change/Reasons for Change	Date
V0.1	<i>Initial draft given to Tracy Luck (TL) for comments</i>	<i>18/02/2014</i>
V0.2	<i>Incorporates TL's comments</i>	<i>24/02/2014</i>
V0.3	<i>Incorporates comments from Cllr Anderson on foreword</i>	<i>26/02/2014</i>
V0.4	<i>Amendments for circulation to SLT</i>	<i>27/02/2014</i>
V0.5	<i>SLT comments included</i>	<i>06/03/2014</i>
V0.6	<i>CMT comments included</i>	<i>12/03/2014</i>
Approval history		
Version	Approving body	Date
	<i>CMT</i>	<i>12/03/14</i>
	<i>Overview and Scrutiny Committee</i>	<i>08/04/14</i>
	<i>Cabinet</i>	<i>14/04/14</i>

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Foreword from the Leader of the Council

Welcome to the Corporate Plan - our roadmap of what we will achieve for Slough in the forthcoming year.

Knowing the needs and aspirations of our residents has led us to a range of actions – all designed to help deliver our and your priorities.

The money Government gives to councils has been cut dramatically and this is expected to continue. But despite this we are developing new ways to deliver services, protecting the front line services our residents rely on and focusing our efforts on plans which will bring the most benefit to the most people.

Slough is always on the move and through our major regeneration projects we are improving our neighbourhoods now and for the future – despite the difficult economic times. We have competing demands – to provide housing, to meet business' needs to support growth and provide jobs, to work with health and education providers, to provide community buildings and an infrastructure that supports them all.

Residents want more, we want to provide more, better and smarter and all within a shrinking budget. We cannot do it alone. And our strong partnerships within and outside our town are vital. But even more important are our residents; improving their town and encouraging them to play their part.

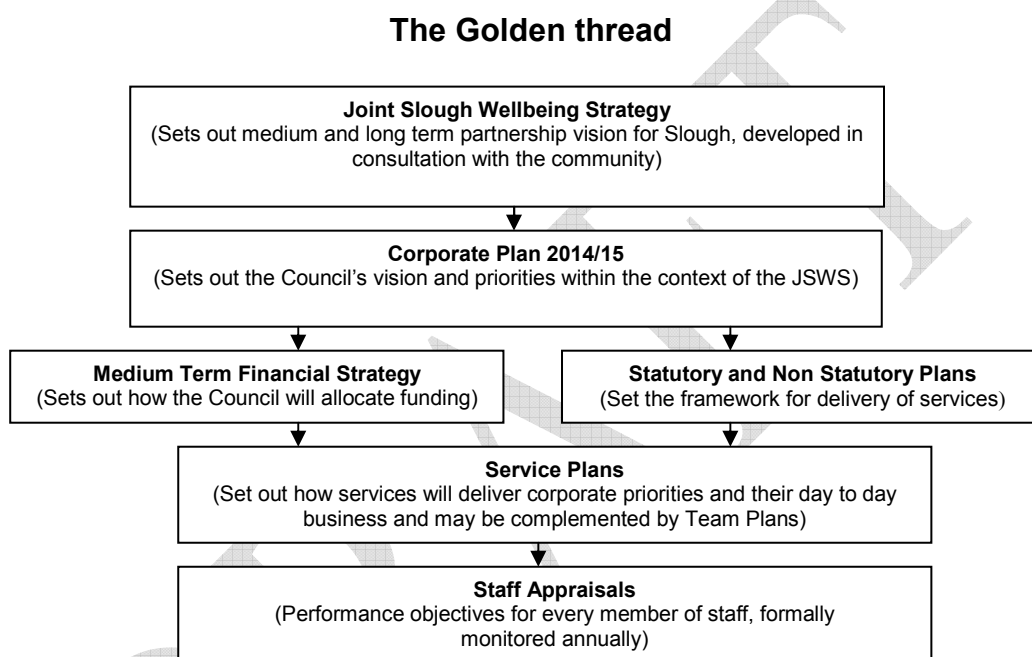
We have the right people and the right processes in place to make this happen and despite the challenges, the mountain we have to climb, I am confident we will not be diverted from the tasks we know are best for our town.

Councillor Rob Anderson
Leader Slough Borough Council

Shaping services for the future

This Plan outlines our approach to the council's business planning processes, ensuring that our vision, priorities and resource allocations are based on sound evidence and an understanding of our communities' needs.

The priorities identified in this Plan complement those that have been agreed for the town (and which are set out in borough's Joint Wellbeing Strategy¹), are unpinned by a robust service planning process and a sustainable budget for 2014/15. This approach, known as the 'gold thread' ensures that all of our activities are suitably aligned to the achievement of our stated priorities and outcomes.



The Council's vision

Our vision is of a council that can continue to adapt to and lead change, through new ways of working and commissioning services.

Our recently agreed Organisation Development Strategy sets out how we aim to improve organisational effectiveness and:

- Get ourselves fit for the future through a process of organisational transformation
- Better understand the major issues facing us and set a clear direction for sustainable success
- Build consensus about what needs to change and mobilise the energies and abilities of people

¹ <http://www.slough.gov.uk/council/strategies-plans-and-policies/slough-joint-wellbeing-strategy.aspx>

- Continuously improve service delivery to meet the increased demand for services from residents and businesses against a backdrop of challenging economic circumstances

Our values

Our values state clearly and simply what the council stands for and what it wants to be known for. They are:

<p>Respect</p> <ul style="list-style-type: none"> • To treat everyone fairly and value difference • To communicate openly and honestly with customers and colleagues • To accept change and move on positively when a decision is made 	<p>Taking Pride</p> <ul style="list-style-type: none"> • To work as one council and promote Slough as a place to live, work and visit • To suggest ways to improve how we work • To find ways to improve our skills and knowledge
<p>Responsibility</p> <ul style="list-style-type: none"> • To resolve problems even if it's not our job • To make decisions and take the initiative • To get things done and in good time 	<p>Results</p> <ul style="list-style-type: none"> • To make it easy for customers to contact us • To respond to the needs of our customers • To ask customers for their views on our services and act on them

What's important – Slough's operational priorities

In order to deliver our vision, the council has adopted six operational priorities for 2014/15. These are to:

1. Improve customer experience
2. Deliver services and facilities that meet local needs
3. Develop new ways of working
4. Deliver local and national change and improvement
5. Develop a skilled and capable workforce
6. Promote economic growth and protect the council's finances.

Strategic actions to deliver these priorities are listed below – these do not include the wide range of “business as usual” activity set out in service and team plans. However, the most important changes we need to make this year are:

- Improving Children's Social Care
- Delivering our budget for 2014/15 and identifying further required savings
- Implementing Fit for the Future to ensure that all staff have the skills to meet the challenges ahead

1. Improve customer experience

Why is this important?

Customers' expectations and needs are changing. People expect and want more from services at a time when resources are reducing. We need to listen to our customers but also develop their capacity to take more responsibility.

What outcomes do we want to achieve?

- Customers will receive the right information to access services first time in the most cost effective way
- Residents' and communities' capacity will be developed to enable them to take responsibility for their lives, their homes and the areas in which they live
- Customer satisfaction will improve.

In 2014/15 we will:

Customer and Community Service

- Simplify and streamline service processes and procedures making it easier for customers to receive services more efficiently and effectively
- Develop the transactional capacity of our website making more services available online as part of our customer focus programme
- Develop plans for a new Langley community hub

Adult Social Care

- Increase the number of older people who achieve independence through rehabilitation or enablement and other types of non residential or short term care
- Increase the number of working age adults and older people receiving self directed support and direct payments so that they have more control over the support and services required to meet their social care needs

Children's Social Care

- Be more ambitious for the education of looked after children and prioritise their aspirations and attainment by improving the quality and monitoring of their personal education plans and setting challenging targets.
- Ensure that pathway plans are an effective tool to drive planning for young people leaving care and that young people are involved in developing their own pathway plans.

Highways and Transport

- Undertake junction improvements at key locations across the borough to improve accessibility and reduce congestion
- Repair road damage and limit the impact of road works in order to improve the customer experience

Housing

- Amalgamate our housing management and neighbourhood enforcement functions to deliver neighbourhood services which are resident focused and reflect local priorities

2. Deliver services and facilities that meet local needs

Why is this important?

The council has made considerable savings since 2010 but has been successful in protecting frontline services. We have to make further savings so will have to continue to review the way we deliver and commission services within our limited resources.

What outcomes do we want to achieve?

- Customers will access services designed around their needs, within available resources
- More residents will benefit from early intervention/prevention services
- Service levels will be defined and fit for purpose according to need and priority
- Contract management will be improved to generate savings
- An increased number of vulnerable adults will receive an integrated service
- More people will take control of their care.

In 2014/15 we will:

Adult Social Care

- Develop an integrated health and social care system 'My Health, My Care' that provides consistent, high quality, personalised support for residents who have a risk of hospital or care home admission

Children's Social Care

- Work effectively with partners to develop the responsive commissioning of Early Help services for children, young people and families in Slough
- Implement the Children and Young People's Engagement and Participation Plan and recruit, train and deploy Young Commissioners to help us to design services that meet children's needs
- Mitigate the impact of poverty on the achievements and life chances of children and young people through development of a new Child Poverty Strategy

Community Services

- Improve and upgrade facilities at the crematorium and cemetery

Housing

- Build more than 200 new affordable homes for local residents
- Ensure that our social housing stock meets local demand in a fair and equitable way including by developing an effective transfer scheme

Leisure Services

- Implement the council's strategy for leisure to improve healthy living by increasing the physical activity of residents of all ages

Procurement

- Establish a central contracts team, framework for procurement and management of contract performance to deliver cashable efficiencies

Public Health

- Commission public health services, promote screening services and health checks and raise public awareness to improve the health of residents

3. Develop new ways of working

Why is this important?

In order to deliver the scale of change required to meet savings targets the council has to work differently both in terms of service delivery and its internal operations.

What outcomes do we want to achieve?

- Services will be delivered in the most effective ways including through partnerships and outsourcing
- The council will have a modern ICT platform which will facilitate service delivery and enable council staff to work flexibly and improve productivity

In 2014/15 we will:

Adult Social Care

- Develop a strategic approach with partners to reduce drug and alcohol misuse and their impact on health, domestic abuse and violent crime and respond effectively to identified cases

Children's Social Care

- Work with partners to improve frontline inter-agency working and communication in order to risk assess and prioritise all referrals about children at risk in order to keep them safe
- Develop and implement a Multi-Agency Safeguarding Hub for Slough
- Work with the police and crime commissioner to ensure our priorities remain high on his agenda and to maximise funding opportunities

Community Services

- Implement community learning trusts to help develop joined up delivery of adult learning for local people

Housing

- Work with landlords to address issues with the quality, accessibility and availability of private rented housing across the borough
- Promote and encourage digital inclusion and explore ways of engaging with residents online, including allowing them to manage their tenancy, reporting repairs and managing their rent account

Procurement

- Use the major contract review to manage contractors more effectively, realise significant savings and ensure the most effective use of resources in the short, medium and long term

Regulatory Services

- Expand our regulatory services to businesses in order to increase income and work towards offsetting the cost of service delivery

Asset Management

- Change our approach to use of buildings, accommodation, materials and energy to reduce use, increase re-use and be more efficient

4. Deliver local and national change and improvement

Why is this important?

We recognise that some of our services need to be improved and we are focusing our resources to deliver improvement and change. We also need to respond to changing statutory requirements and those of our partners.

What outcomes do we want to achieve?

- Services that do not meet required standards will be improved and new statutory service requirements will be met
- Children will live in stable families or other circumstances
- People will be supported to live independently in their own homes resulting in more housing options
- The council will have a clear town centre strategy.

In 2014/15 we will:

Adult Social Care

- Work in partnership with the Care Quality Commission and the local NHS to prevent abuse and keep vulnerable adults (and carers) safe from harm and neglect

Children's Social Care

- Improve the quality of social work practice to ensure that children in need of help and protection make good progress and have positive experiences of the support and services we provide
- Develop and implement a new permanency strategy for children in care that provides increased opportunities for adoption and long-term fostering arrangements in and around Slough

Community Services

- Implement the Berkshire City Deal in Slough to help more local young people find employment including via education and training, as part of Slough Aspire
- Start building work on The Curve, a new learning and community venue, in the centre of town, completing it by July 2015

Housing

- Minimise the amount of rental income lost through reducing the length of the void periods (the period before we re-let an empty property)
- Meet, and where possible exceed, the decent homes standards for all new builds

Assets, Regeneration and Environment

- Work with local businesses and partners to develop the town centre including the retail offer, parking, infrastructure and housing
- Replace 80% of street bins and 100% of parks bins with split litter and recycling bins to improve recycling rates across the borough
- Establish processes (during the refresh of our Asset Management Plan²) to enable the redevelopment of land and property

² see www.slough.gov.uk/business/land-and-property/council-land-and-property.aspx

5. Develop a skilled and capable workforce

Why is this important?

We need to recruit and retain a skilled and flexible workforce to deliver our objectives and to do this we must invest in our employees and listen to their views.

What outcomes do we want to achieve?

- The council will recruit and retain a skilled workforce, developed to deliver prioritised services
- The council will have a competent workforce to meet statutory requirements
- Employees will be engaged to deliver our vision.

In 2014/15 we will:

Corporate

- Implement the Fit for the Future programme of workforce initiatives
- Equip our managers and staff with the right skills and competencies to support and manage change and deliver our priorities
- Carry out staff engagement activity on a regular basis to ensure that staff understand council priorities and their role in delivery
- Develop a customer focus learning and development programme for our managers and staff
- Increase our capacity to manage contracts, programmes and projects.
- Continue with our recruitment and retention campaigns for hard to recruit posts (particularly across our professional services and in Children's Social Care)
- Develop and promote a range of part-time employment opportunities for local people within the Thames Valley Transactional Services Hub

Social Care

- Set-up a Social Work Development Unit for student and newly qualified social workers to provide support, learning and development to develop their professional knowledge, skills and practice
- Expand our social work post-qualification learning and development programme to ensure that social workers are offered attractive and relevant professional development opportunities
- Increase the number of independent and voluntary sector organisations who participate in social care training provided by the council

6. Promote economic growth and protect the council's finances

Why is this important?

The strength of Slough's economy is vital to its success. We have many advantages but competition with other locations is fierce and we need to work hard to retain existing businesses and attract new ones. The growing reliance on business rates as an income source has made this even more important.

The council's resources are reducing. We need to ensure that our limited resources are used in the most cost effective way to deliver our priorities.

What outcomes do we want to achieve?

- Use resources effectively, identify savings and increase income
- Ensure a return on capital spend including social return on investment
- Ensure that full cost recovery and whole life costings are achieved
- Social care and health costs will be reduced
- Business support services will be improved to increase business rate retention.

In 2014/15 we will:

Corporate

- Deliver a balanced budget including agreed savings for 2014/15 by 31st March 2015
- Deliver an anticipated collection rate of at least 98% of Council Tax and Business Rates
- Explore how full and whole life cost recovery and value for money can be achieved through our future contract specification documentation

Social Care

- Work with Slough's Clinical Commissioning Group and Adults and Children's social care teams to identify efficiency savings and develop 'invest to save programmes'

Children's Social Care

- Work with partners to recruit more foster carers to reduce dependence on more costly foster placements through Independent Fostering Agencies and increase the numbers of locally looked after children
- Work more effectively to identify forever families for all looked after children and increase the numbers of adoption and special guardianship orders granted, providing stable families for children and reducing the costs of care
- Improve care planning for looked after children to increase the stability of placements, to improve children's experiences of care and reduce costs

Economic Development

- Develop an improved approach to increase inward investment, retention of existing businesses and entrepreneurship
- Increase the percentage of council expenditure on contracts with Small and Medium Enterprises (SMEs) in line with government targets

Transport

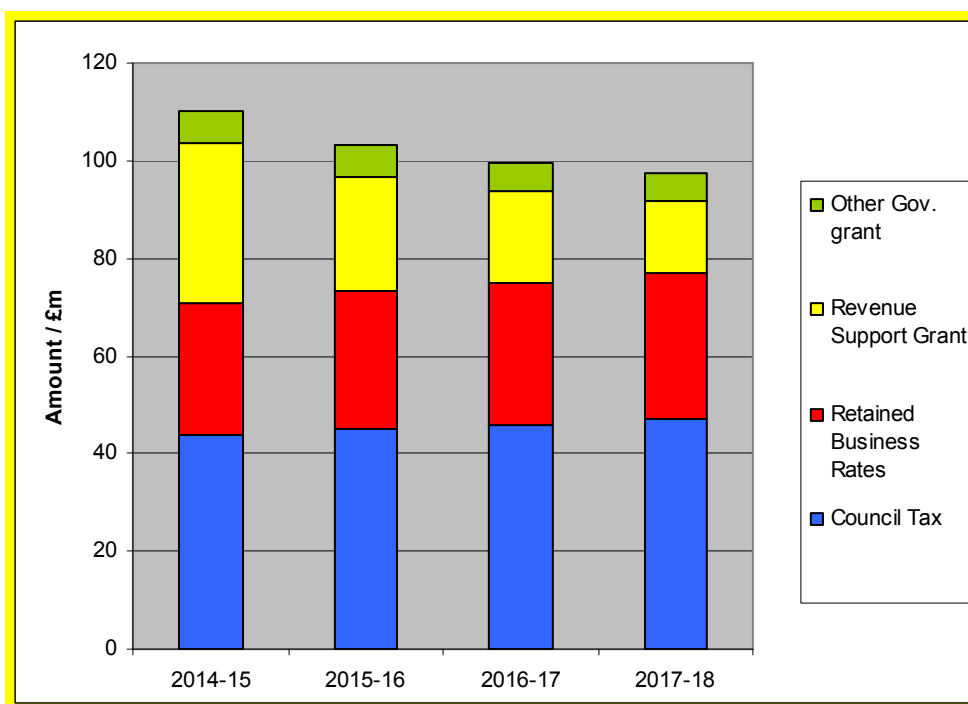
- Prepare for the impact of Crossrail and WRAth and maximise the benefits from these national projects to stimulate local growth

Slough's budget challenge

Slough Borough Council is facing an extremely tough financial challenge.

In 2010, as part of the Spending Review, the government announced its plan for reducing the national financial deficit. Funding to local authorities will be reduced by 28% from 2011 to 2015 after taking account of inflation and, in fact, some grants have been stopped altogether. Some towns, like Slough, have been hit hard.

Over two years the Government will have reduced its grants to the council by over £16.5m. That is a reduction of 42%.



At the same time, the council has to pay for unavoidable cost increases due to inflation, changes in legislation, the changing needs of local people and financing costs. These are expected to cost at least £28m extra by the end of 2017/18.

The combined impact of these grant reductions and rising local costs means the council will have to make savings of around £45m by 2017/18.

The challenge for 2014/15 is therefore to save around £12m in addition to the £20m that has already been saved in the previous two years.

In recent years, efficiency savings have been made and these have helped to bridge the financial gap. This is no longer enough. Over the next few years we will need to target our limited resources to where they are most needed - balancing the needs and demands of residents with what is right for Slough. This may result in some services changing and, indeed, in some instances being discontinued altogether.

In light of these challenges we need to continue to adapt and make changes to services and how they are run, particularly by embracing new and improved

models of delivery and we will continue to involve residents in the shaping and delivery of these services where possible. Throughout this process the council will however ensure that it makes the best use of resources for those most in need – protecting those local people who are the most vulnerable or at risk.

Our Medium Term Financial Strategy 2014 - 18³ sets out our high level financial plans for the next 3 years. It explains the council's objective of securing a sustainable balanced budget position across the medium term, while accommodating clearly identified savings and known future challenges.

Focusing on performance

Given the budgetary and resource pressure the council faces and the expectation that these pressures will increase in the coming years, it is now more important than ever the council manages its operations and resources as efficiently and effectively as possible.

In order to do this we regularly take a robust look at our performance, celebrating our improvements and focusing attention on those areas where we need to do better. The council's Performance Management Team creates quarterly reports for Cabinet, which includes information on the progress of our key list of Gold projects⁴, to ensure that we remain on track to achieve our vision for Slough, as set out in this Plan and in our Wellbeing Strategy.

Contact for more information: xxxxxxxxxx

³ See www.slough.gov.uk/moderngov/mgChooseDocPack.aspx?ID=4867

⁴See www.slough.gov.uk/council/performance-and-spending/budgets-and-finance.aspx

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 8th April 2014

CONTACT OFFICER: Roger Parkin – Strategic Director Customer and Community Services
(For all enquiries) (01753) 875207

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

YEAR 2 PROGRESS ON THE THAMES VALLEY TRANSACTIONAL SERVICE CENTRE (APRIL 2013 – March 2014)

1 Purpose of Report

The purpose of this report is to provide the Overview and Scrutiny Committee with information on the progress of Year 2 of the Thames Valley Transactional Service Centre Partnership with arvato covering the period of April 2013 to March 2014.

2 Recommendation(s)/Proposed Action

The Committee is requested to scrutinise the progress made and performance of arvato within the reported period.

3 Slough Wellbeing Strategy Priorities

Economy and Skills –

The partnership relationship between arvato and Slough Borough Council (SBC) continues to develop and work towards achieving the ambitions of SBC. Key areas of priority include:

- creating new income streams that will be shared with the authority by attracting new public sector work into the TVTSC and the borough of Slough;
- adding value through the partnership by focusing on the young and unemployed by recruiting apprentices, offering NVQ qualifications and employment, arvato have also recently signed the membership paperwork to become a Board Member for Aspire and are corporate members of the Chamber of Commerce. They are now looking at volunteering in the local community via the Prince's Trust;
- introducing a recruitment strategy that will specifically target the unemployed in the borough with a focus on young people and on part-time jobs that appeal to family members with young children; and
- Supporting sustainable SME businesses to deliver more jobs for Slough residents by setting up an advisory service providing advice on topics relating to arvato's core business.

Specific actions taken include:

- the recent relocation of arvato UK & Ireland to Slough which will bring additional business to the borough;

- the creation of a specific schools package to attract business from educational facilities such as schools and universities;
- the recruitment to the Neighbourhood Benefit Officers which is currently underway with appointments scheduled to be made in April 2014. These posts will assist both the Housing Service in terms of housing benefit applications and ensure the maximisation of benefit take up in the borough by providing a more local accessible and tailored service and the introduction of a Social Inclusion and Income Maximisation strategy for Customers; and
- increasing income to the Council via Council Tax and Business Rates

4 **Joint Strategic Needs Assessment (JSNA)**

In September 2012, arvato UK & Ireland's public sector team in Slough launched a pioneering apprenticeship scheme in partnership with Slough Borough Council. Apprentices were selected from the local area to study for NVQ Levels 2 and 3, and to train in different areas of the business. Once they have completed their apprenticeship, arvato then supports them in finding permanent posts by providing workshops on job search, CV writing and filling out application forms, and interview skills.

To date, 11 apprentices have enrolled on the apprentice scheme, which lasts 12 months. Young people selected for the apprenticeships training are those who perhaps consider themselves unsuited to undertaking conventional training and study. The arvato project provides these students with a positive alternative; one which focuses on IT, literacy and numeracy skills, and also on key workplace skills such as communication (verbal and written), attendance and time-keeping. The second scheme started on Monday 9 September 2013 with five placements in Transactional HR, Revenues & Benefits, Transactional Finance, Logistics and Customer Service Centre. All are currently working towards their NVQ level 2 qualifications

A structured training package of tasks has been designed to ensure apprentices continually broaden and strengthen their existing skills, and develop new ones. Support and motivation are also part of the scheme to help the apprentices organise the next step on their career ladders.

It is envisaged that by the end of their apprenticeship, the trainees will be equipped with a wealth of transferable employment skills, along with an invaluable route plan for their future.

There is no guarantee of a job within arvato at the end of the apprenticeship. However, trainees will be able to demonstrate the knowledge and competency acquired to potential arvato departments, and will therefore be in an excellent position to take advantage of any openings that do arise.

5 **Other Implications**

(a) **Financial**

The partnership presents a number of opportunities for SBC which will be realised over the 10 year contract period.

(b) **Risk Management**

Risk	Mitigating action	Opportunities
Legal	The contract was reviewed in December 2013 to take into consideration additional council services: ICT and Customer Services which have provided further opportunities to the Council.	Change control procedure in place.
Property	See 6.9.	See 6.9.
Human Rights	Not applicable.	
Health and Safety	Dedicated Corporate Health and Safety service in place to support arvato.	

Employment Issues	All staff have TUPE'd over to arvato (Phase 1 & Phase 2) with existing Terms and Conditions - with no redundancies and this remains the current position as at the end of Year 2 of the partnership.	See 6.9.
Equalities Issues	N/A	
Community Support	Neighbourhood Benefits Officers provide a more locally accessible and tailored service, and will be supported by the introduction of a Social Inclusion and Income Maximisation strategy for customers.	Additional work being done under the banner of Slough Aspire
Communications	There is an ongoing joint partnership working group which meets monthly to discuss and share information. Monthly liaison meetings between arvato and retained services remain ongoing.	Access to a wider communications network will allow the Authority to benefit from more positive exposure, marketing and promotion.

Community Safety	N/A	
Financial	Pricing model, KPI framework and Payment Mechanism relating to the partnership is contained within the contract and this has now been updated to incorporate Phase 2 services.	Improvements in income generation and value for money for SBC. The 'go live' of Phase 2 has provided opportunities for further savings and investment.
Timetable for delivery	The partnership is contracted for a period of 10 years from 1 st April 2012 and Phase 2 services will run concurrent with the existing contract provision (started December 2013).	
Project Capacity	N/A	

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

There is no identified need for an Equalities Impact Assessment.

(e) Workforce

Approximately 100 staff were TUPE'd successfully as part of the procurement process on existing terms for Phase 1 services. A further 98 staff were successfully TUPE'd as part of Phase 2. All staff continue to be fully engaged in service improvements and training opportunities to further improve their skills, which ultimately improve services to the residents of Slough. Further details of the work undertaken on training and development are included within this report.

6 Supporting Information

- 6.1 The Thames Valley Transactional Services Partnership (Phase 1) commenced in April 2012. This was subsequently followed by the outsourcing of Phase 2 services in December 2013.

The contract covers a period of 10 years and Phase 2 services run concurrent with the existing contract term.

For purpose of clarity the following services sit within each phase:

Phase 1 (April 2012)	Phase 2 (December 2013)
Revenue & Benefits <ul style="list-style-type: none"> • Council Tax • NNDR • Housing Benefits 	Customer Services <ul style="list-style-type: none"> • Face to face • Call Centre
Transactional HR <ul style="list-style-type: none"> • Payroll • E-HR • Recruitment • HR –Information Management 	ICT - as a fully managed service
Transactional Finance <ul style="list-style-type: none"> • Rent Accounts • Cashiers Service • Procure to Pay • Accounts receivable • Financial Processing 	
Dip & Logistics Services <ul style="list-style-type: none"> • Document Image Processing • Logistics • Courier Service 	

6.2 Progress to date

6.2.1 Contract Overview - Year 2

Phase 2

Following a year long project from December 2012 - December 2013, Phase 2 services were successfully outsourced to arvato on December 2 2013.

To avoid increased legal costs and to ensure that both Phases ran concurrently it was agreed that the contract would be coterminous with the original arvato partnership contract which in turn would ensure the appropriate transfer of an additional 98FTE's under the TUPE regulations.

As part of the arrangement it is recognised that there are considerable advantages to be derived from the economies of scale that will be achieved from arvato through their global purchasing power for investment in IT and the benefits of the wider growth of their businesses in Slough. The execution of a "Deed of Variation" as an addendum to the original contract instead of a separate contract gave Slough the opportunity to review the existing contract provision to allow further adjustments which will strengthen the council's position within the partnership.

Review of Year 1 KPI's

Following a full 12 month base line period for Phase 1 KPI's, the council has worked with arvato to revise the full suite of KPI's. The review gave due consideration to the increasing financial pressures faced by the council and the increasing emphasis on cash collection for Council Tax, Business Rates and Aged Debt. These are

currently being negotiated with a view to implement them in readiness for Year 3 of the partnership.

Accommodation

The lease of Airways House expired at the end of December 2013 and this was subsequently extended for a further month whilst our partner secured their new office block and commenced refurbishment of the new arvato Corporate Head Quarters - Phoenix One based on Farnham Road. With effect from the end of December 2013, all staff residing at Airways House relocated to arvato's corporate Head Quarters and the ICT team originally based on the 1st floor of SMP also transferred across to Phoenix One. Whilst further floors are currently under refurbishment in readiness for the buildings official opening on the 31 March 2014, further plans are currently underway to move the customer services call centre team later in the year.

Cambridge Education Contract

arvato continue to provide support to Cambridge Education to ensure that they are appropriately set up for payroll and financial processes and reporting. A joint communication structure (including SBC) is currently being put in place.

Partnership Governance

Members are asked to note that the original governance structure set up for the partnership continues to act as the main vehicle since the incorporation of Phase 2 services.

Involvement with ASPIRE

arvato continue to support Slough Aspire, through attending network events and have embraced opportunities to lead on presentations at the local Jobs Fair in Slough. In the mid-term arvato have signed the relevant agreement to join the Aspire board, joining members including SBC, Segro and Berkshire College.

arvato restructure

Since entering into the Public Sector market in 2005, arvato's base has grown in the Local Government market, and diversified into Central Government and Health. As a result a holistic review of the business has been necessary to ensure that it was fit for business and to address client needs. The result of the review was a restructure of the organisation which came into effect on January 1 2014. The impact on the Slough Partnership has meant a change in Site Director to Peter Schriewersmann for Slough and confirmed solution leads across all partnerships to ensure consistency of approach, and to wherever possible share and implement good practice.

Corporate Social Responsibility (CSR)

In addition to arvato's strong support for Slough Aspire, our partners have also signed up to become a Corporate Member of the Thames Valley Chamber of Commerce, and have launched a corporate charity campaign for the Prince's Trust – consisting of fundraising, volunteering and education opportunities, which further demonstrates local commitment.

6.2.2 Phase1 services - performance to date

Members are asked to note that a full breakdown of performance for year 2 against the suite of KPI's is appended to this report in Appendix 1, at the time of writing this report March's performance figures are pending as they are reported 1 month in arrears.

Revenue and Benefits

Business Rates

The Business Rates collection figure for the end of February 2014 is 95.2% (which is ahead of last year's collection rate).

This is the first year of Localism, whereby a proportion (49%) of Business Rates income is now direct income to the Council, in previous years Business Rates was collected on behalf of central government

A considerable amount of work has been undertaken by arvato to ensure accuracy of the Business Rates database by cleansing the database, checking information previously supplied, serving completion notices and reviewing all mandatory and discretionary reliefs. This has resulted in an increase in write-off's which was expected in order to correct and cleanse the accounts.

The successful appointment of an Inspector within the service will further enhance the provision of the service.

The recent flooding, as well as changes in legislation relating to small business rate relief and Retail Relief will however add pressures to the service and may impact collection rates.

Council Tax Collection

The Council Tax collection figure for the end of February 2014 is 93.4% (which has reduced by approximately 0.57% against last year's collection rate).

There have been a number of major legislative changes that have affected the 2013-14 financial year including the introduction of Council Tax Support, whereby working-age customers who may not have had to pay Council Tax in the past now have to pay a minimum of 20% of their bills.

There is still a considerable amount of work to do on cleansing the Council Tax database in the same way as the work already completed on Business Rates.

Housing Benefits

Housing Benefit turnaround times are about where the council would expect them to be. These are currently in and around the target figures set (showing an improvement against last year's performance levels).

February statistics showed that new claims were being processed within 19.18 days against a target of 20 days and year to date figure was 20.3 days.

Changes of circumstances were being addressed within 3.27 days within the month, against the target of 10 days. This figure is exceptionally low as in February all the recalculations of benefit for the new financial year take place and these are counted within the Department of Work and Pensions (DWP) figures as a Change in Circumstances. The year to date figure as at the end of February 2014 was 9.23 days.

Discretionary Housing Payments grant from the DWP is on target to be spent by year end with some additional sums from a one off grant from the DWP and a small amount from the general fund.

The Hardship Fund has also paid out small amounts.

LA Subsidy error remains within target and has improved in comparison to previous year's performances.

Transactional HR

Transactional HR services has consistently achieved the KPI targets for Year 2 of the Partnership with one exception relating to the implementation of Paygate.

During the course of the year, the service has delivered the following key activities:

- upgrade to Paygate system in July 2013;
- continued upgrades to the payroll system;
- achieved statutory deadlines for the submission of P11's to HMRC;
- implementation of a nationwide, project auto-enrolment across the council;
- creation of a second payroll for the Cambridge Education Contract in readiness for go live in September 2013;
- processed two TUPE transfers for both Cambridge Education and Phase 2 Transactional Services; and
- currently undertaking a data cleansing exercise on the establishment data held on the payroll system to ensure accuracy of data held.

The service continues to work closely with the retained Strategic HR function to deliver HR services, and further work is currently being undertaken with the new Site Director to further strengthen the relationship and effectiveness of service delivery cohesively to the retained council services.

Transactional Finance

Accounts Receivable continues to achieve all KPI targets and against some KPI's the targets have been exceeded month on month. This Team is responsible for recovering debt owed to the council and works very closely with the client team to ensure that recovery is pursued in cases of non payment. As at February 2014, the total debt was reported as £8.08 million showing an increase of some £700k on the January figure of £7.36m. This reflects heavy activity within council services in terms of raising debt in the run up to the financial year end, thus increasing the likelihood of payment by the 31 March 2014. Monthly monitoring of invoice payments and debts placed on hold, further assists in managing the council's debt provision.

In October and November 2013, arvato at the request of the commissioner undertook a series of Sundry Debt workshops with council officers to review the current processes. Recommendations derived from these workshops have been drawn up and are currently being agreed with both the Section 151 Officer and the Director.

arvato are also in the midst of developing a proposal to address aged council tax debt and, subject to their internal sign off, will be passed to the council for consideration.

In cashiering, performance levels have also been consistently achieved with the exception of April and June, where the performance was impacted due to the council's upgrade of the cash receipting system.

Work continues on the implementation of the Payment Kiosks at Landmark Place and the three local access points. Completion of this project will see methods of payment and access to payment services increase for council residents. It is anticipated that the Kiosks at Landmark Place will be live and operational by the end of March 2014. Wider roll out to the local access points will take place very early in the new financial year.

The cashiers, in line with the Welfare Reform Act, continue to issue social fund payments. As at February a total of £90,126 was paid out to over 978 customers.

DIP, Logistics and Courier Service

This service area has consistently achieved all KPI targets for Year 2 to date, and delivered against various (back) scanning requirements of departments within SBC. Consideration is currently being given to rationalise the postal pick up points within St Martins Place, and this will be reviewed in line with the council's Accommodation Strategy.

An early review of storage and archiving has resulted in the destruction of a large quantity of expired files situated at the Reading Archive Centre. This has resulted in a council saving of £3,500 per annum.

6.2.3 Phase 2 Services – Performance to date

Members are asked to note that the services that sit within phase 2 are subject to a 12 month base line period effective from December 2013. Whilst work is currently being undertaken to provide reporting for ICT, customer services performance is included as at Appendix 1

Overview

Both ICT Services and Customer Services were outsourced to arvato as part of Phase 2. The services went live in December 2013 and have now been in operation for just over three months.

The Committee is asked to note that both services are currently undergoing a period of transition and as such progress is as we would expect after a short period of time. With regards to ICT, arvato are currently undergoing a full restructuring and some of the posts identified as part of the proposal are subject to recruitment.

At the point of 'go live', detailed service specifications, contractually agreed indicative targets and detailed service improvement plans were in place for both services.

Customer Services

At the point of transfer, there was agreement that performance targets relating to Customer Services would be staggered over the life of the partnership with an understanding that these would be reviewed year on year.

For a period of 12 months, arvato will undertake a baselining exercise after which the performance levels will be presented to the council for further detailed discussions. As per the contractual arrangements, these KPI's will be discussed and reviewed to take into account the scheduled service improvements and the direction of travel for the council as steered through the Council's Customer Service Board which is attended by arvato.

The indicative KPI's can be seen within Appendix 1.

Over the last two months, key activity within Customer Services has included:

- Supporting Housing Services with the introduction of the new Housing Allocations Policy which went live on January 1 2014. The service recorded 4,913 additional contacts across all access channels for the months of January and February, with the main impact on the Front of House reception service who dealt with 2,428 customers. Increased volumes are expected to continue throughout March with customers submitting appeals.
- the Management Team at the Customer Service Centre continue to work closely with a Solution Lead from the Sefton Council Partnership to implement both the Customer Service Delivery Plan and the Improvement Plan. Areas for review include:
 - management information requirements for both Front of House and the Call Centre;
 - organisational review to best consider resource impact;
 - training – and the development of an annual training plan and skills matrix;
 - workflow – managing demand; and
 - Contact Management Solutions.
- changes are also underway to review the current reporting structure to reflect performance against the indicative KPI's as agreed at the commencement date to provide greater visibility and transparency of performance;
- it is anticipated that with annual billing, there will be further increases in customer contact. Training has been undertaken to ensure Customer Services are able to support the increased contact, particularly around making arrangements for the payment of council tax;
- Service Reviews continue to be held on a monthly basis with service managers across the council, and quarterly meetings take place with Heads of Service;
- Call Centre Relocation – work is currently underway to re-locate the Call Centre to arvato's corporate head quarters at Phoenix One. It is anticipated that this will take place once the new ACD system has been implemented within the next nine months, although this is still to be confirmed. Staff have been consulted, and expressions of interest have been received, as to their preferred location. These are currently being considered by the Customer Services Management Team;

- arvato's Transformation Team are due to undertake a review of the customer services' processes using the Lean Six Sigma approach to further streamline service and to drive out inefficiencies; and
- Customer Services provided support for the flooding help line during the month of February to assist the emergency planning process.

ICT

The ICT Strategy for 2012 – 2015 was approved by SBC's Corporate Management Team in 2012. The core principles of the strategy are still valid, however many delivery elements are now the responsibility of arvato since the Phase 2 outsourcing in December 2013. The IT Strategy will be jointly reviewed and revised as appropriate during 2014 and updated in future. The IT Strategy will also incorporate project specific information based on corporate initiatives. Departmental service planning will feed into detailed requirements and future IT Business Strategies.

The initial IT Work programme was developed with arvato during the outsourcing phase and is incorporated in the Phase 2 contract as an IT Service Improvement Plan. This consists of three main projects – infrastructure refresh, replacement storage area networks (SAN) and disaster recovery provision. These projects are to be funded from existing capital bids, and will be monitored by the IT Information Governance Board. The Information Governance Board will also oversee all IT related initiatives, will be responsible for determining priorities, allocating development days and resolving any resourcing conflicts within projects. All directorates will be invited to have a representative on this Board.

Further capital investment will be required in future years. These requirements will be discussed and agreed with arvato on an annual basis.

The Phase 2 contract also offers the provision for arvato to propose "Invest to Save" projects and identified examples for early consideration are – replacement landline telephony, license management rationalisation, and introduction of corporate Wi-Fi. For Such projects, arvato will prepare business cases to show potential return on investment.

Since December 2013, arvato have relocated the transferred IT staff to their new Corporate Head Quarters at Phoenix One and restructured their entire national IT operating model. Staff are being identified for new roles and governance is being put in place for both operational and project work. A new joint process has been set up to manage ongoing work requests. All new work is being controlled via the retained IT Function. Business Analysts are working with the new business departments to identify and document new requirements and progress chase as necessary.

A comprehensive collection of Key Performance Indicators for IT has been identified for Phase 2. The contract provides for a 12 month period of base-lining as arvato will be required to implement new systems in order to monitor these.

6.2.4 Service Improvement Plans

In light of the decision to outsource both Customer Services and ICT, the Service Improvement Plan for Phase 1 was put on hold to enable the successful transfer of the additional services. This was necessary as many of the Phase 1 improvements were based on ICT dependencies.

As the additional services are now live under arvato's remit, a review is underway to re-align the Phase 1 improvements to address any overlap and dependencies identified when both additional services were retained council services. Members are asked to note that for both additional services in Phase 2 – detailed improvement plans are already in place and will be monitored on a monthly basis as part of a joint service improvement board governance framework

7 **Conclusion**

The Committee is asked to assess the performance and progress made by the partnership and acknowledge the considerable amount of work undertaken by both arvato and the council during this time.

The partnership continues to focus on the development of a successful Thames Valley Transactional Service Centre which has the ability to:

- maximise income;
- raise and respond to community and customer expectations whilst improving performance;
- improve access to jobs;
- improve use of resources and streamlining processes; and
- provide efficiencies and improvements to the council.

8 **Appendices Attached**

Appendix A – KPI Performance Report

9 **Background Papers**

None.

[illegible]

January 14	February 14	Comments	
N/A	Achieved		
100.00%	100.00%		
100.00%	100.00%		
100.00%	100.00%		
100.00%	100.00%		
100.00%	100.00%		
91.10%	93.40%	Target not agreed, WR impact	
15.03%	15.59%		
94.00%	95.20%	Target not agreed, aspirational	
20.38	20.30	Target not agreed, aspirational	
0.34%	0.35%	Excluding CTS from June 13	
N/A	Achieved		
100.00%	100.00%		
100.00%	100.00%		
94.73%	95.45%		
11.33	9.23		
N/A	N/A	KPI to be removed.	
104.36%	101.61%		
100.00%	100.00%		
100.00%	100.00%		
N/A	N/A	Not yet due.	
100.00%	100.00%		
100.00%	100.00%		
100.00%	100.00%		
0.01%	0.03%		
100.00%	75.00%	Could not open due to EDL march	
99.99%	99.99%	Banking Error	
93.12%	98.02%		
97.49%	97.45%		
100.00%	100.00%		

N/A	N/A	Annual task performed in February each year.
N/A	N/A	
100.00%	100.00%	
100.00%	100.00%	
100.00%	100.00%	
100.00%	100.00%	
100.00%	100.00%	
100.00%	100.00%	
100.00%	100.00%	
100.00%	100.00%	
100.00%	100.00%	
100.00%	100.00%	
100.00%	100.00%	Reported one month in arrears.
100.00%	100.00%	Reported one month in arrears.
100.00%	100.00%	Reported one month in arrears.
100.00%	68.40%	Staffing matter, currently under investigation
99.80%	99.90%	Reported one month in arrears.
100.00%	100.00%	Reported one month in arrears.
62.10%	Error	Unable to report due to system failure
42.10%	Error	Unable to report due to system failure
54.60%	Error	Unable to report due to system failure
67.0%		Report to be defined
76.70%	Error	Unable to report due to system failure
40.03%	Error	Unable to report due to system failure
		System not available for reporting
28.80%	17.60%	Over twice as many Flood & Housing allocation contacts made
25.10%	16.10%	Over twice as many Flood & Housing allocation contacts made
29.30%	16.20%	Over twice as many Flood & Housing allocation contacts made
		System not available for reporting
68.10%	52.70%	Base-lining period & over twice as many Ctax & Housing allocation contacts made
67.30%	54.00%	Base-lining period & over twice as many Ctax & Housing allocation contacts made
66.60%	52.80%	
16.40%	25.90%	
		Report to be defined
		Report to be defined
		Report to be defined

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee
DATE: 8th April 2014
CONTACT OFFICER: Deborah Viljoen – Leasehold Manager
CONTACT NUMBER: (01753) 875357
WARD(S) All

PART I
FOR COMMENT AND CONSIDERATION

1 Purpose of the Report

To provide a progress report on improvements to the Leasehold Service as requested by the Committee in the meeting of 8th July 2013.

2 Recommendation

The Committee is requested to note progress made.

3 Meeting of 8th July 2013

- 3.1 The Committee considered a report submitted in response to a Member call-in in relation to concerns raised about areas of the leasehold service.
- 3.2 The Committee were also provided with summary report by the Head of Housing that detailed improvements already implemented and work in progress.

4 Progress report

Attached at Appendix A is a further report detailing progress made with the areas included within the Head of Housing's (now Head of Neighbourhoods) summary report and responses to the action points from the Overview and Scrutiny Committee meeting of 8th July 2013.

5 Appendices

- 5.1 **Appendix A – Leasehold Service – update report.**

Appendix A: Leasehold Service – Update report.

Reference	Question	Response	Progress
History of Leasehold Services	Lower than expected standard of service to Leaseholders since ALMO	<ol style="list-style-type: none"> 1. Introduced Forum for each area of the Borough bi-annually with speakers and consultations on service charges 2. Service has been added to the strategic Housing Services Plan with a view to improve customer satisfaction and Value for Money. 3. Offer Leaseholders Home Contents Insurance directly with the Insurer on par with tenants. 4. Offering Gas Safety Checks with the Councils contractors for a good value fee and associated works to gas appliances where agreed 5 Offering some repairs to Leaseholders at a cost with a view to expanding types of repairs. 6. Formalised a dispute resolution and service charge investigation offering personal meetings for repayment terms. 7. Sales enquiries processed more effectively with streamlined process, resulting in an improved experience of the sale/purchase with more accurate information. 8. Generic Leasehold email address resulting response to all enquiries from one source. 9. Tenant on line project under consideration- whereby all residents should be able to log on to their blocks and see any communal repairs raised. 	Entire section completed.

Letters Dispatch	Delay in letters being issued	<p>The letter was not a Statement of service charges but an Estimate of service charges, issued to confirm what service charges should be paid under the terms of the lease until the actual costs of maintenance, repairs and block management can be calculated.</p> <p>There is a statute deadline for statements but not estimates. There were various issues resulting the delay of the letters being issued such as :-</p> <ul style="list-style-type: none"> - using printing services for the first time, - underestimating logistics of paperwork - IT issues with the data sheets and mail merge. 	<p>Estimates for 2014/15 were issued on 5th and 6th February 2014 and leaseholders were given more time than last year to the 28th February 2014 to apply for monthly instalment plans.</p> <p>Leaseholders who paid last year's bills by instalments were automatically moved to instalment payments for 2014/15.</p> <p>There have been no concerns raised by leaseholders regarding this extended timescale as letters clearly explained the instalment request deadline and the process for automatically carrying forward instalment payment plans.</p>
Deadline for payment	Between Receipt and payment only 4 days	<p>The franked amount for the letters was 1st class not 2nd class. The letters were dated 19th February and franked on Friday 22 February and posted the same day.</p> <p>Majority of Leaseholders received their letters on Saturday/Monday 23/25th February and contacted Revenues/Leasehold team on Monday 25th February requesting monthly repayments.</p> <p>The deadline for requesting monthly payments was set in the letter as Thursday 28th February informally extended to close of business Monday 4th March by Revenues to capture any straggling requests.</p>	<p>There was no delay in this year's letters being sent, with them all going out 2nd class post on 5th and 6th February 2014.</p>
Instalments	Request Monthly instalments	<p>Most leases stipulate a bi-annual estimated service charge will be debited and monthly repayments are not obligatory under lease.</p> <p>It is now confirmed that Revenues (arvato) will undertake an automatic renewal of monthly repayments/debits next financial year. Thereby any Leaseholders on monthly repayments will be automatically offered monthly repayments next year and monthly repayments will be</p>	<p>As per previous items, those on instalment plans for 2013/14 were automatically moved to instalment payments for 2014/15.</p>

		<p>offered to all Leaseholders who are not under escalated recovery action.</p> <p>There were no formal complaints received on this matter in 2012 or 2013. Unfortunately I cannot comment on the issue for 2012 as I was on maternity leave for that period</p>	
Estimates	Calculation of service charges	<p>Service Charge pilot/best practice: Review of service charge undertaken on site by site basis over 18 month period</p> <p>Estimated service charges issued in February to be debited in April each year are only estimated and the repairs element was calculated by an average spend over three years (removing any anomalies but including any expected spend) plus inflation.</p> <p>A breakdown of service charges can only be given after the accounts have been closed and statements produced on actual spend and repairs undertaken; this is by 1st October each year. The service charges are consulted on during the winter leasehold forum as per best practice and governance, therefore leaseholders have a say in the services of their blocks along with their neighbours.</p>	<p>Service Charge project is underway. The council aims to introduce the Service Charge module of the Capita housing management system, whereby service charges are calculated for both leasehold and HRA properties.</p> <p>The review will look to expand the service charge calculation process currently being used for leaseholders to HRA tenancies, thereby introducing equality of charges regardless of tenure.</p> <p>The Leasehold team have been working with the Housing Quality Network to create a suite of fit for purpose policies and procedures that will maximise potential income streams for the council and the delivery of services to leaseholders.</p> <p>The review of service charges as part of the Estate Services Review will fully identify the costs of providing services to tenants and leaseholders, the setting of the management fee will be calculated to ensure 100% recovery of the costs of providing the service.</p> <p>Additionally, the Estate Services Review is reviewing service provision in a number of key</p>

			areas and will pursue opportunities to minimise charges through efficiencies and supplier selection, will achieve efficiencies and maximise value for money for residents.
Admin Fee	Increase in management Fee	<p>Calculation of Management Fee is at 25% of the total amount of service charges billed to Leaseholders for variable service charges and Property Services provide calculations for Management (admin) fee for any Programmed/Major Works.</p> <p>Service charges increase each year as a direct relationship to increased costs of elements like contract uplifts, inflation or increased utility costs, therefore the management fee will increase accordingly.</p> <p>Some elements of our service charges have not been increased; the caretaking was not increased for 3 years prior to this financial year. We are benchmarking the management fees with a view to best practice going forward and to ensure that the leasehold service is not being subsidised by tenant's rental charges.</p>	<p>A review of the management fee is underway and we have begun benchmarking management fees and other charges with other providers through the Leasehold Excellence Network.</p> <p>Once the proposed management fee has been decided, a specific report will be presented to Cabinet for approval.</p>

Specific action points from the Overview & Scrutiny Panel meeting of 8th July 2013

That provision of the Interserve interface and other appropriate IT improvements should be a priority to enable the introduction of the tenant on-line system;	<p>We are currently reconciling stock data on the Capita housing management system to ensure that information needed for repairs and service charges interfaces to work successfully is in place.</p> <p>Interserve are currently working on the introduction of a new repairs management system, Servitor. This, in addition to the</p>
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	<p>retendering of the partnering contract during 2015, will delay the development of Tenant Online services until it is clear which service partner the council will be working with in delivering repairs services to its customers.</p> <p>This particular work area is separate to the Estate Services Review and will be managed by the Property Services Department (who are directly responsible for the Interserve contract) in conjunction with Neighbourhood Services.</p>
<p>The rolling continuation of monthly repayments from Leaseholders year on year as now agreed by arvato be confirmed as standard practice;</p>	<p>Completed.</p>
<p>That investigation of a move to a flat fee management charge rather than a percentage charge and improved information in relation to a breakdown of charges be progressed as a matter of good practice.</p>	<p>See item above on Admin. Fee confirming the review of the management fee is underway.</p>

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 8 April 2014

CONTACT OFFICER: Councillor O'Connor – Chair, Overview and Scrutiny Committee
(For all Enquiries) Sarah Forsyth – Scrutiny Officer
(01753) 875657

WARDS: All

PART I
FOR COMMENT AND ENDORSEMENT

ANNUAL SCRUTINY REPORT 2013/14

1. **Purpose of Report**

It is customary at this time of year to be drafting the Annual Scrutiny Report. The purpose of this cover report is to provide the Committee with background on the constitutional requirement of an Annual Scrutiny Report to Council, and to provide members with an opportunity to comment on the draft report and seeks views on any other information that should be included in the Report.

2. **Recommendation to Council**

The Committee is requested to:

- 1) suggest any amendments to the draft Report they feel necessary; and
- 2) subject to any amendments, endorse that the Report be presented to Council on 22 April 2014.

3. **Sustainable Community Strategy Priorities**

- **Economy and Skills**
- **Health and Wellbeing**
- **Housing**
- **Regeneration and Environment**
- **Safer Communities**

Overview and Scrutiny is a process by which decision-makers are accountable to local people, via their elected representatives for improving outcomes relating to all priorities for the Borough and its residents. Scrutiny seeks to influence those who make decisions by considering the major issues affecting the Borough and making recommendations about how services can be improved. The Annual Scrutiny Report supports the Scrutiny Function by providing a record of the work carried out during the year and plans for the future year.

4. **Supporting Information**

- 4.1 Annual reports are an opportunity to review the scrutiny work programme for the past year and assess the impact of scrutiny has had on influencing policy and holding the Executive to account. Looking at an Annual Report can help us to understand the nature of the work undertaken by Overview and Scrutiny and to assess its effectiveness. It also gives an opportunity to reflect on any lessons learned during the year to help guide future work.
- 4.2 The production of an Annual Report is a statutory requirement of the Constitution and in addition the Committee “must report annually to the full Council on future work programmes and amended working methods if appropriate.”
- 4.3 This Committee is provided with a draft of the Annual Scrutiny Report which highlights some key achievements from the year where Scrutiny has made a difference.
- 4.4 There is scope to build on and develop different methods of scrutiny next year; particular attention needs to be given on evidencing how Scrutiny actually makes a difference and forward planning.

5. **Conclusion**

The Local Authority, through its Overview and Scrutiny Function, has an influential, as well as statutory, role in scrutinising the activities and performance of the Cabinet and External Bodies. The Annual Scrutiny Report provides an opportunity to communicate the work the Committee and its Panels have undertaken, challenges faced and the improvements made as a result of scrutiny.

6. **Appendices Attached**

A - Draft Annual Scrutiny Report 2013/14

7. **Background Papers**

None.

Annual Scrutiny Report

2013/2014



Foreword

It gives me great pleasure to introduce the 2013/2014 Annual Scrutiny Report. The report highlights the key areas of work that each Panel and the main committee have concentrated on during the past municipal year.

The Main Committee and each of the panels have had a busy year. This report highlights their key achievements. I hope it accurately reflects the level of detailed work undertaken by the panels and Committee.

Issues I would like to highlight in particular are: the excellent work of the Health Scrutiny Panel on Accident and Emergency provision at Wexham Park Hospital. A very professional and thorough examination of the issues by a specially formed Task and Finish Group. The panel also looked in detail at the Hospital Quality Issues at Wexham Park Hospital and are committed to scrutinising this area on a continuing basis. The Neighbourhoods and Community Panels impressive commitment to examining all areas of housing services continues. With close scrutiny of the Housing Allocations Policy and the Management of Houses in multiple occupancy as two main examples. The Education and Children's panels continues its high quality

scrutiny into wide ranging issues. Such as continuing to provide key challenge to the work being done on the Improvement Plan. They have also looked in detail at the role of Grammar Schools in the town as well as the very important area of childhood immunisations.

The Main Committee conducted a comprehensive review and analysis of childhood obesity in the borough and produced a set of practical and workable solutions.

I hope the report does justice to the quality of the work carried out by the panels this year and gives an insight into the diverse nature of the areas which have been scrutinised.

I would like to thank my own Vice Chair as well as the Chairs and Vice Chairs of all the panels for their support and leadership throughout the year. On behalf of all the Chairs and Vice Chairs I would also like to thank sincerely all members, officers and partners who have contributed to the work of the Overview and Scrutiny function over the past year.

Cllr Patricia O'Connor



Introduction

In 2002, the Office of the Deputy Prime Minister set out what Overview and Scrutiny is, its powers and work.

"Overview and Scrutiny is potentially the most exciting and powerful element of the entire local government modernisation process. It places Members at the heart of the way in which Councils respond to the demands of modernisation. In addition, Overview and Scrutiny is the mechanism by which Councils can achieve community leadership, good governance and by which Councillors can become powerful and influential politicians."

In order to do this, Scrutiny Committees have three key roles:

- Holding the Cabinet to account
- Policy development and review
- External scrutiny

Through requesting information and questioning decision-makers an Overview and Scrutiny Committee can review the quality of local services, hold decision-makers to account (whether the Cabinet or other statutory bodies such as NHS Trusts), and put forward ideas for developing and improving services.



The Centre for Public Scrutiny has set out the four principles for effective scrutiny as:

- critical friendship to decision-makers
- engaging the public, enabling the voice of the public and communities to be heard in the process
- owning the process with non-Executive Members driving the scrutiny process
- making an impact through driving forward improvements in public services

To achieve the desired quality of effective scrutiny, an Overview and Scrutiny function must:

- be independent
- be robust, rigorous and challenging
- fully engage all non-Executive Members
- come from a positive culture that supports and promotes the process
- involve local citizens and service users
- ensure that its purpose is clear and widely understood
- demonstrate the value added
- be creative in its ways of monitoring service performance
- have dedicated resources
- bring the conclusions of its Reviews to the attention of Full Council
- have a comprehensive Member Development programme

The questions an Overview and Scrutiny Function must ask itself in terms of its own effectiveness are:

- Is it effectively holding decision-makers to account?
- Is it helping to improve services?
- Is it building links between the Council, its partners and the community?
- Is it helping to improve the quality of life for local people?
- Is it adding value?

The Annual Report looks to assess the effectiveness of the work done by the Overview and Scrutiny Function at Slough Borough Council in the 2013/14 municipal year.

Overview and Scrutiny at Slough Borough Council

The Overview and Scrutiny Function at Slough Borough Council is made up of the Overview and Scrutiny Committee and three standing Panels: Health Scrutiny Panel, Neighbourhoods and Community Services Scrutiny Panel, and Education and Children's Services Scrutiny Panel.

The Panels enable greater focus on specific subject matter, while the overarching Overview and Scrutiny Committee focuses on cross-cutting issues, corporate, financial and performance management of the Council. The Committee and Panels look to work closely together, using joint meetings where appropriate, to develop their work programmes and effectively scrutinise the work of the Council and its partners.

Members on the Overview and Scrutiny Committee and three Panels receive research and administrative support from a dedicated Scrutiny Officer; with Democratic Services also providing committee administration to the main Committee and Health Scrutiny Panel.

Getting involved

The Overview and Scrutiny Committee and all three Panels meet in public, and welcome members of the public who wish to observe proceedings.

The agendas and related papers are published on the Slough Borough Council website five working days in advance of any meeting and are available to download for free.



Overview and Scrutiny Committee

Membership

Councillor O'Connor (Chair)
Councillor Smith (Vice Chair)
Councillor Bal
Councillor Davis
Councillor Hussain
Councillor Malik
Councillor M Mann
Councillor Minhas
Councillor Nazir

Constitutionally, the Overview and Scrutiny Committee will undertake the following:

- review and scrutinise the decisions made by and performance of the Executive, Committees and Council Officers both in relation to individual decisions and over time;
- review and scrutinise the performance of the Council in relation to its policy objectives, performance targets, data quality and/or particular service areas;
- question Members of the Executive, Committees and Directors about their decisions and performance, whether generally in comparison with service plans and targets over a period of time or in relation to particular decisions, initiatives or projects;
- make recommendations to the Executive and/or appropriate Committee and/or Council arising from the outcome of the scrutiny process;
- review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Committee and local people about their activities and performance; and
- question and gather evidence from any person (with their consent).

In order to undertake this work, the Overview and Scrutiny Committee has appointed three Standing Panels to cover specific remits of works:

- Health Scrutiny Panel - undertaking the Council's statutory responsibility to scrutinise provision of healthcare in the local area, as well as the Cabinet portfolio for Health and Wellbeing.

- Education and Children's Services Scrutiny Panel - scrutinising the Cabinet portfolio for Education and Children.
- Neighbourhoods and Community Services Scrutiny Panel - scrutinising the Cabinet portfolios for Neighbourhoods and Renewal, Community and Leisure, and Environment and Open Spaces.

This delegation of work allows the Overview and Scrutiny Committee to take an overarching view of the work of the council and its partners, as well as specifically focusing on the Cabinet portfolios of Finance and Strategy, Performance and Accountability, and Social and Economic Inclusion.

Review - Childhood Obesity

On 27 November 2012, the Council resolved the following:

"that the health and wellbeing priorities of the Sustainable Community Strategy (2011) and other relevant national and regional guidance in relation to improve the health of children be expanded by considering ways to prevent any new premises with A5 from opening within 300-500 metres of any school within the Slough borough borders and that consideration of the issue takes place through referral to the O&S Committee for Member input and appropriate recommendations be made to the Planning Committee on new policy."

The Overview and Scrutiny Committee decided to undertake an investigation into the scale of the childhood obesity problem in Slough, what current programmes of work were being used to tackle the problem, and what alternative approaches could be used to improve the levels of childhood obesity being seen across the borough.

The Review was broken down into a series of specific questions; with the Committee's main meetings being used to hold evidence gathering sessions which focused on an individual question, calling on expert witnesses in each case to provide information:

- Does Slough have a problem with childhood obesity?
 - Dr Onteeru Reddy - Programme Manager, Public Health and Wellbeing, Slough Borough Council
 - Dr Angela Snowling - Consultant in Public Health (Slough), Slough Borough Council

- What options are there to alter the physical environment?
 - Shabnam Ali - Economic Policy Development Officer, Slough Borough Council
 - Ginny de Haan - Head of Consumer Protection and Business Compliance, Slough Borough Council
 - Paul Stimpson - Strategic Lead Planning Policy and Projects, Slough Borough Council
- What is the role of schools and how can we support them? How can we encourage more physical activity?
 - Laura Brookstein - Network Manager, Slough School Sport Network (SSSN)
 - Alison Hibbert - Head of Culture and Sport, Slough Borough Council
 - Jo Ricketts - Nutritional Adviser, Slough Borough Council
 - Mary Sparrow - Head of Wexham School Specialist Sports College and Chair of the SSSN
- What role can GPs and other primary care professionals play in tackling childhood obesity?
 - Jean Cameron - Development manager, Children's Centres, Slough Borough Council
 - Philippa Collings - Public Health Nutrition Lead, Slough Borough Council
 - Sarah Parsons - Locality Manager from Children and Families Services, Berkshire Healthcare NHS Foundation Trust
 - Dr Sabina Shaik - Paediatric Lead, Slough Clinical Commissioning Group
- Working with local businesses to improve their healthy offers across a range of prices should be a priority.
- There was a tremendous amount of work being done within schools to tackle the problem of childhood obesity and this work should be supported by the council, along with encouraging them to take things further, such as with cooking classes.
- The Committee recognised the scale of work taking place in schools and across the council to increase activity levels amongst children in the borough, and believed that there were two key focus points:
 - Increasing the level of activity in a child's everyday life; and
 - Improved marketing of the leisure offer available in the borough to increase uptake.
- The Clinical Commissioning Group (CCG) needed to take a more proactive role in tackling the problem of childhood obesity, acting on areas of weakness in practices such as referrals. In particular, improvements needed to be made in how the CCG communicated with other primary care, council and schools programmes of work in this area.

The Committee formed a series of key conclusions:

- The figures for childhood obesity in Slough demonstrated that there were significant levels amongst the child population in Slough.
- With limited national evidence around the effectiveness of A5 hot food takeaway exclusion zones around the borough's schools, currently, and with the current levels of existing A5 businesses and convenience stores within the potential exclusion zones across the borough, the Committee felt that the impact on child access to fast food would be minimal.



In summing up the findings, the Committee recognised the highly sensitive nature of this subject, and the remaining element of stigma which may stop people seeking help for themselves and/or their children; and the need for involvement from all key partners tackle this problem. There was one clear message that came out of the Review, and that was that doing nothing was not an option.

The Committee made the following recommendations, but as yet, have not had the opportunity to evaluate the implementation of these and their effectiveness:

- a) That the Cabinet agree the prioritising of work currently underway to improve the scope of healthy offers across a range of price levels by local retailers, specifically within the vicinity of local schools.
- b) That, in the municipal year 2015/16, the Overview and Scrutiny Committee review the childhood obesity levels data from areas that have introduced exclusion zones around schools, to assess evidence of their impact and re-consider the options for such a policy to be introduced in Slough.
- c) That the council work with all schools to encourage the inclusion of cooking classes and nutritional education in the curriculum for all schools in the borough.
- d) That the Slough Headteachers look to prioritise their School Transport Plans, co-ordinating with each other for maximum effect, and raising the profile of the options available to parents.
- e) That the council, through the Transport Working Party, provide support to the schools for initiatives to improve the use of sustainable travel to and from schools, recognising not only the health benefits, but also the congestion and environmental benefits improved School Transport Plans can have.
- f) That the council look at its methods of advertising the local leisure offer, particularly the available open spaces for 'unorganised' sporting activities, and include details of how improvements can/have been made when the Overview and Scrutiny Committee review the initial effectiveness of the new Physical Activity and Sport Strategy 2013-15 in autumn 2014.
- g) That the Cabinet commission officers to undertake a piece of work reviewing the balance of the leisure offer in the borough to ensure an appropriate mix for both boys and girls.
- h) That a formalised process for information sharing on initiatives to tackle childhood obesity be developed between the CCG, children's centres, health visitors, SBC's Culture and Sport team and schools. This Review recommends that the CCG leads on this, to ensure their engagement, as they would be able to develop an overall picture of health and refer patients to the most appropriate services or initiatives that are available.
- i) That the Overview and Scrutiny Committee receive an update in January 2015 from the CCG on the progress made to implement the areas of work recognised as needing improvement:
 - referrals, and the monitoring of progress through the system following a referral;
 - the introduction of a system of regular health checks for children up to the age of 16 across all surgeries; and
 - the need for closer liaison with Public Health, Health Visitors and School Nurses, and Children's Centres.
- j) That the Overview and Scrutiny Committee write to the Care Quality Commission to request that the new inspection regime for GP practices include assessment of their provision for tackling childhood obesity as it is a contributory factor in so many related serious illnesses.

The Committee will be monitoring the acceptance and impact of its recommendations over the coming years to assess whether the levels of childhood obesity in the borough decline, and what role this Review has played in supporting that decline.

Other specific focuses of work

Budget Pressures

The Overview and Scrutiny Committee has been monitoring the work taking place to meet the challenges of service provision in an era of tightening budgets.

The Committee have regularly received quarterly performance and finance monitoring reports where the Committee have questioned the plans that have been put in place to draw back a predicted overspend during the financial year.

In addition, the Committee also reviewed the likely impact on the Council's Medium Term Financial Strategy of the Government's Spending Review, noting that all savings proposals and growth items being developed as part of the budget process were under review, and adjustments made to incorporate known budget pressures. With such a challenging financial outlook, the Committee registered particular concern at the decreasing levels of the Revenue Support Grant, and that despite some predicted modest growth in business rates, that the levels of savings that the council would need to find up to 2017/18 would be in the regional of £30m. The Committee is committed to continuing to monitor how these savings will be found, looking at ways to minimise the impact on service delivery.

Leisure Services Strategy/Future of Montem Leisure Centre

The Committee has been keeping a watching brief on the development of proposals for the future provision of leisure services in the borough. With the plans at an early stage, this is an issue that the Committee hopes to influence in terms of the direction taken.

Thus far the Committee considered the development of an overarching leisure strategy to address the community needs and priorities for the Council's role in increasing levels of physical activity in Slough, a subject the Committee has been particularly passionate about in light of its findings during its Childhood Obesity Review.

The Committee expressed specific views around:

- the development of the leisure strategy which should detail the research undertaken into the reasons for falling, or static, rates of participation and setting out effective ways of increasing the

number of physically active people in Slough, particularly in the key priority groups identified;

- the continued efforts which needed to be made to work with schools, clubs and other providers to maximise public access to local leisure facilities and wider access to facilities not currently open to the public; the Committee stressed that Council facilities not duplicate other provision;
- the importance of small, accessible and local play space for children in residential areas, suitable for ball games and informal play;
- the need for the swimming offer provided in any new facility to be as attractive as possible to encourage a broad range of users, with consideration given to such measures as free swimming for children; and
- the need to keep the broader picture regarding the increasing pressure on the council's budget firmly in mind when considering the options, and especially in the preparation of any business case for new leisure and community facilities.

This is an ongoing piece of work.

Note: The full work programme for the Overview and Scrutiny Committee for the 2013/14 municipal year is attached as Appendix A.



Health Scrutiny Panel

Membership

Councillor S Dhaliwal (Chair)
 Councillor Strutton (Vice Chair)
 Councillor Chohan
 Councillor Davis
 Councillor Grewal
 Councillor Plimmer
 Councillor Sandhu
 Councillor Shah
 Councillor Small
 Arvind Sharma (Healthwatch Slough)
 Councillor Hazel (Buckinghamshire County Council,
 Health and Adult Social Care Select Committee)

The Overview and Scrutiny Committee appoints the Health Scrutiny Panel to undertake its constitutional role looking at the specific Cabinet Portfolio for Health and Wellbeing. In addition, the Health Scrutiny Panel also undertakes the statutory Council responsibility to scrutinise the provision for healthcare in the local area.

Review - Accident and Emergency Provision at Wexham Park Hospital

For the past 18 months, in particular, the condition of Accident and Emergency (A&E) departments across the UK have come up intense scrutiny, with growing pressures culminating in a level of crisis during the winter of 2012/13, a situation that was expected to be repeated in the winter of 2013/14. A Review by The King's Fund in the autumn of 2012 had found that the number of people facing long waits when attending A&E had risen by 21% over the previous year, and the national target for 95% of patients to be seen within four hours was not being met at a number of hospitals, Wexham Park Hospital amongst them.

In addition to the above performance information, on the 17 July 2013 the Care Quality Commission (CQC) published its findings from an inspection of Wexham Park Hospital in May 2013. This inspection raised a number of serious issues relating to the A&E department around:

- patients' privacy, dignity and independence not always being respected;
- patients not always having their care needs adequately assessed, planned, and delivered;
- the standards of cleanliness and infection control in some areas;

- there not being enough qualified, skilled and experienced staff to meet people's needs;
- the failure of the Trust to ensure the quality of patient care in managing the high demand in A&E and the knock on effect on in-patient beds; and
- the accurate and appropriate maintenance of patient records.

The Task and Finish Group decided to break the Review down into the following key areas:

- Demand and Capacity
- Resources/Staffing
- Patient Flow
- Unnecessary attendances at A&E

(The Task and Finish Group recognised the importance of patient views, unfortunately, with Healthwatch only newly established the timing of the Review did not allow for a joint piece of work to gather patient views. This is likely to be looked at as part of follow up work.)

The Task and Finish Group undertook a series of meetings to look at performance data for the A&E department and to gather information from two expert witnesses:

- Grant MacDonald (Deputy Chief Executive, Heatherwood and Wexham Park Hospitals NHS Foundation Trust)
- David Williams (Director of Strategy and Development, East Berkshire Clinical Commissioning Groups)

The Task and Finish Group formed a series of key conclusions:

Capacity and Demand

- That the nature of demand for unscheduled care means it cannot be regulated, making capacity planning extremely challenging, with two specific aspects involved:
 - Increasing capacity within the A&E department
 - Increasing capacity of admitting departments
- That Wexham Park Hospital had undertaken a reorganisation of its A&E department to increase capacity whilst improving its ability to deal with issues around patient dignity and privacy.

- That the reorganisation of the layout of the department had not yet provided a collecting area for patients who were returning to the department from having tests done.
- That steps were being taken to increase admitting ward capacity, but that this would take time.
- That a 'whole system' approach was needed to ease the capacity issues within the Hospital system.

Staffing

- That Wexham Park Hospital's A&E department worked on a staffing rota split into 5 overlapping shifts, with staffing levels above the national average when compared against the national acuity tool.
- That, despite the above average staffing levels, there needed to be improvements in the optimisation of staff within individual shifts, especially when it comes to the wider patient experience.
- That there needed to be a refocus on the traditional wider elements of care, in addition to high quality clinical treatment.

Patient Flow

- Patient flow is key to improving patient experience and a measure of staffing effectiveness.
- At the time of the Review, Wexham Park Hospital was trialling a new triage process known as 'Rat-ing' (Rapid Assessment and Treatment). It is expected that the Health Scrutiny Panel will review the results of this trial.
- That the lack of an effective electronic patient record system was an issue that should be addressed by Heatherwood and Wexham Park Hospitals NHS Foundation Trust as a priority.

Avoiding Unnecessary Attendances

- That the Slough Clinical Commissioning Group (CCG) is vital to ensuring that only those who truly need to use A&E attend.
- That primary care options needed to be more effective, accessible and better understood by the local population, through such measures as:
 - additional appointments;

- linking the GP appointment system with NHS 111; and
- using the 'Talk Before You Walk' campaign to signpost residents to the most appropriate service for their need.

In summing up its findings, the Panel welcomed the collaborative approach to tackling these issues, and the steps that had already been taken to improve the situation. There was an overall recognition of the need for the system to work as a whole to tackle the problem primary, secondary and community/social care.

The Task and Finish Group made the following recommendations, but as yet, have not had the opportunity to evaluate the implementation of these and their effectiveness:

- a) That the Health Scrutiny Panel assess the impact of the redesign of the A&E department's layout on the capacity of the Department to manage high levels of demand over the winter period following the end of the financial year 2013/14.



- b) That the Health Scrutiny Panel undertake a line of questioning in March 2014, when discussing improvements in the quality of care provision at the Trust, on the effectiveness of the discharge processes at the hospital and how the hospital staff and social care staff co-ordinate ongoing care needs.
- c) That the Health Scrutiny Panel monitor the effectiveness of the Trust's plans for recruiting qualified, skilled, experienced staff and retaining them; and how the Trust is being established as employee of choice in a highly competitive market.
- d) That Heatherwood and Wexham Park Trust consider using HCSs, Porters and other support staff in A&E to improve the overall patient experience through the provision of 'hotel'-type strands of work, such as providing drinks to patients or ensuring patients are comfortable and properly clothed etc.
- e) That the Health Scrutiny Panel assesses the impact of the Rat-ing triage system after six months.
- f) That the introduction of an electronic patient records system, currently within the medium term plans of the Trust, is brought forward.
- g) That plans for improving diagnostic and pharmaceutical support in order to speed up the flow of patients through the hospital system are considered by the Health Scrutiny Panel, particular in relation to weekend service provision, in the 2014/15 municipal year.
- h) That the Health Scrutiny Panel review the Urgent Care Action Plan at six monthly intervals in order to assess the impact the changes are having on service delivery and levels of attendances at Wexham Park Hospital Accident and Emergency.
- i) That the CCG review the accessibility of surgery numbers in Slough and work with individual surgeries where the 084 numbers are still in operation to phase these out, and confirm to the Health Scrutiny Panel a timetable for completing.
- j) That a public survey is undertaken one year after the launch of the Talk Before You Walk campaign to begin to assess the penetration of the campaign and the understanding of the messages being given. This can then be used by the Health Scrutiny Panel to inform and evaluate how behaviour may be changing over time to assess the effectiveness of the campaign.
- k) That the CCG consider a pilot scheme, along the lines of that undertaken in Walsall, to introduce a payment to surgeries who will provide an additional three hour evening session, weekly, offering a range of clinical appointments (GP, nurse practitioner, practice nurse) for that period. The advertising of this pilot scheme should be targeted specifically at full-time workers. The pilot would enable an assessment of need for this particular patient-group, and once the need has been judged a decision could be taken as to whether the additional service hours should be permanently introduced across the borough, with surgeries deciding individually whether to opt out of providing the service.

The Health Scrutiny Panel accepted the recommendations relating to it's work programme, and the CCG confirmed that the single GP surgery using an 084 number had agreed to phasing the use of this out to be replaced with a local number. At the time of writing, no formal response to the recommendations had been received from the Slough CCG or Heatherwood and Wexham Park Hospitals NHS Foundation Trust.

The Panel will be monitoring the acceptance and impact of its recommendations over the coming year(s) to assess the impact of this piece of work on the use of NHS services across the borough.

Other specific focuses of work

Hospital Quality Issues

In July 2013 the Care Quality Commission (CQC) published its findings from an inspection in May 2013. This report set out actions required under six of the seven standards judged, with enforcement action taken on the seventh. The Health Scrutiny Panel requested that the Chief Executive of the Hospital Trust attend its next meeting to provide an immediate response and details of an action plan to address the concerns raised by the CQC. This initial discussion was followed up in September 2013 with a review of the Action Plan and discussions regarding the progress being made around quality processes, cleanliness and capacity issues. A further CQC inspection in October 2013 raised more concerns, and the Panel has continued to scrutinise the work being done at the Trust to rectify the problems it is facing, through the A&E Review (detailed above) and a further evidence gathering/questioning session at its meeting in January 2014. Further discussions with the Trust are programmed in for the coming months, and this will continue, and likely dominate, the Panel's work programme for the coming municipal year.

Adult Social Care

Whilst the issues at Wexham Park Hospital have, to a large extent, dominated the Panel's work programme this year, it has also kept a watching brief on the changes taking place in Adult Social Care, especially through the Care Bill 2013-14 and the related introduction of the Better Care Fund. The Panel has long had an interest in realising the benefits of more integrated care provision, and whilst it is important to review the fine detail, the Panel welcomes the prospect of realising this arrangement.

On the wider Adult Social Care agenda the Panel:

- reviewed the work of the Safeguarding Board, drawing particular attention to:
- the strong training agenda for staff that was in place, and aimed at improving the identification of abuse, with simple and effective means of making referrals;
- the emphasis being placed on getting the message across and a communications strategy aimed at delivering wider safeguarding messages to Slough residents had been made a priority for 2013/14;
- that health care workers in care homes and providing domiciliary care were subject to strict disciplinary measures and any incidents that occurred were dealt with promptly; and
- that all providers were required to ensure their staff were given the DBS check.
- endorsed the Local Account and priorities for 2013/14; and
- endorsed the refreshed Slough Commissioning Strategy for Older People 2013-2018.

Note: The full work programme for the Health Scrutiny Panel for the 2013/14 municipal year is attached as Appendix B.



Neighbourhoods' and Community Services Scrutiny Panel

Membership

Councillor Minhas (Chair)
Councillor Wright (Vice Chair)
Councillor Dar
Councillor Dhillon
Councillor Malik
Councillor M Mann
Councillor Plenty
Councillor Shah
Councillor Sohal
Naomi Owens (Leaseholder Forum)
Terry Conroy (Slough Federation of Tenants and Residents)
Vivianne Royal (Customer Senate)

The Overview and Scrutiny Committee appoints the Neighbourhoods' and Community Services Scrutiny Panel (NCS Scrutiny Panel) to undertake its constitutional role looking at the specific Cabinet Portfolios for neighbourhoods and renewal, community and leisure, and environment and open spaces.

The NCS Scrutiny Panel did not undertake a Review this year, but did create a work programme which included a number of key issues of the local area.

Housing Services

The Panel has taken the approach of looking at various specific aspects of the Housing Service over the year:

- Sheds with Beds - an ongoing piece of work assessing the impact of the council's programme to identify and close inappropriate accommodation in outbuildings
- Housing Allocations Scheme - the Panel endorsed the council's new Housing Allocations Scheme with a recommendation for the inclusion of a one offer policy, with a 24 month suspension from the Register if an offer was refused. Cabinet amended this to two offers, but agreed with the 24 month suspension.
- Role of wardens/caretakers in supporting neighbourhoods
- Tenant Scrutiny in Slough - looking at the development of the Customer Senate and support structure

- Star Survey - reviewing the key messages from residents about Housing Services.
- Management of Houses of Multiple Occupancy (HMO) - the Panel looked at how we could incentivise becoming licensed for a landlords; how premises were inspected prior to becoming licensed; and how Members could access the register of HMOs on line so they could report any properties which they felt should be considered for inclusion in the register.
- Older People's Housing Offer - a concern for the Panel was how the 'offer' to older people had developed over recent years, and in particular the move to alter the status of some housing blocks so that they were just for older residents, and how changes were consulted on.
- Voids Performance - a major concern for the Panel was the performance of the contractor in turning around empty properties. Linked to this was a broader discussion around the contract the council had entered into for a significant period of time, which did not provide the council with sufficient enforcement over performance. This will be an ongoing monitoring of how this contract is performing and the preparations of a new contract for the future.

Slough's Relationship with Heathrow Airport

The Panel held an extraordinary meeting in October 2013, to look at Slough's relationship with Heathrow Airport. Members considered the results of a small residents' survey, economic studies that had been undertaken by the Thames Valley Berkshire Local Enterprise Partnership, and the results from a consultant commissioned by Slough Borough Council to look at Slough's specific economic relationship to the airport. Members commented on the importance of Heathrow to the local employment market, especially when looking at the level of potential job losses should the decision be taken to close the airport. The Panel recognised the importance of Heathrow economically when it was calculated at 32% of Slough residents' employment was either directly or indirectly linked with the borough's proximity to the airport.

However, whilst recognising the economic importance of Heathrow's proximity to Slough, Members were concerned that, as yet, little detailed information was available on the noise and other environmental impacts of the current arrangements at Heathrow, concerns that would increase should a decision be taken to expand the airport's capacity. Recommendations were made to Cabinet that pieces of work to rectify this.

Crime and Disorder

The Panel undertook its statutory responsibility to hold a Crime and Disorder Committee during the year in February 2014.

The Panel reviewed the work of the Safer Slough Partnership over the year and the challenges it has faced, highlighting particularly the difficulties faced by a transient population, population density and the relatively young population of Slough.

In assessing the priorities identified by the SSP for the coming year, the Panel was pleased to see that the Joint Strategic Needs Assessment underpinned these, with local targets which included a 2% reduction in burglaries and violent crime. Another priority area Members endorsed was the use of alley gating in crime and anti-social behaviour hotspots, along with a focus on domestic abuse.

The Panel agreed that the SSP was performing well against its targets, but that continued partnership working focusing on joint priorities across the partner organisation, with strong leadership from the council would be key to future success.

Note: The full work programme for the Neighbourhoods' and Community Services Scrutiny Panel for the 2013/14 municipal year is attached as Appendix C.



Education and Children's Services Scrutiny Panel

Membership

Councillor Sohal (Chair)
Councillor Abe (Vice Chair)
Councillor Brooker
Councillor Carter
Councillor Davis
Councillor O'Connor
Councillor Hussain
Councillor Malik
Councillor Matloob
Lynda Bussley (Primary School Teacher Representative)

The Overview and Scrutiny Committee appoints the Education and Children's Services Scrutiny Panel (ECS Scrutiny Panel) to undertake its constitutional role looking at the specific Cabinet Portfolios for education and children, and opportunities and skills.

The ECS Scrutiny Panel did not undertake a Review this year, but did create a work programme which included a number of key issues for the local area.

Children's Services Improvement Programme

A key focus for the ECS Scrutiny Panel over the year, as with the previous two years, has been the programme of improvement in Children's Services, specifically around services to Looked After Children and Safeguarding. The Panel was disappointed, although not surprised by the findings of the Ofsted Inspection during the year; there was a recognition that, whilst the council is on the right track in terms of improvement, progress has not been sufficient. The Panel has been monitoring the improvement plan closely, receiving regular reports on the overarching programme of work, as well as focusing in on individual aspects such as with Early Help.

As part of their scrutiny of the Improvement Programme, the Panel has continued to closely monitor the work of the Local Safeguarding Children Board (LSCB) and especially their work around identifying and tackling child sexual exploitation. In addition, the Panel has had an initial discussion regarding concerns being raised over the potential levels of Female Genital Mutilation (FGM) within the borough and the need for the LSCB to focus on this issue over the coming year.

Grammar Schools

Education has been the other key theme of work the Panel has focused on this year. A particular area of concern for members had been media reports around the numbers of children at Slough's Grammar Schools that were not from the borough itself. This led to a broad discussion in December 2013 on the role of grammar schools in Slough, where the Panel took evidence from two grammar school head teachers, a non-selective secondary school head teacher, and a primary school head teacher.

The discussion focused on how the grammar schools worked as a consortium and established the pass mark for the 11+ exam with a concern at the low numbers of Slough students achieving this; and the decision of Buckinghamshire of introducing a new type of 11+ exam which could not be tutored for. In considering what could make the difference for Slough students in terms of increasing the numbers who take, and pass, the 11+ exam, the Panel endorsed the proposed trial of this alternative 11+ exam in Slough for the coming year. Members also looked at how we could ensure equality of opportunity with the whole system in the borough working together to improve student attainment levels.

Alongside student attainment, the Panel also discussed the difficulties of recruitment, and the need to change the discussion from the focus on numbers attending grammar schools, which implied that the borough's non-selective secondary schools were of a lesser quality which was not the case. The Panel was keen to stress the very good non-selective schools in Slough and the value added scores of these schools demonstrating that the grammar schools were not the only place for aspiration - a message they were keen to hear more.

Childhood Immunisation

The Panel looked at the issue of childhood immunisation twice during the year. The first report they requested came in the wake of national media attention of a number of outbreaks of measles in the spring of 2013. The report to the ECS Panel in July 2013 highlighted the relatively low immunisation rates for the borough and the difficulties Public Health were having in establishing the correct levels due to gaps in the data. The Panel requested that Public Health look at this and report back following Quarter 2. The second report in January 2014 continued to indicate the low levels of immunisation, particularly for MMR2 and the pre-school booster, in Slough.

The Panel noted the work that was still going on to improve the quality of the data available, with an expectation that this would be completed in the following six month, as well as work taking place around introducing a new, and consistent, call/recall system for GPs, and agreed to look at this issue again in the new municipal year.

Note: The full work programme for the Education and Children's Services Scrutiny Panel for the 2013/14 municipal year is attached as Appendix C.



Looking Forward

Coming off an election, the 2014/15 municipal year will be a challenging year for scrutiny, which also offers a number of opportunities as well.

The council faces a number of challenges over the next 12 months, in particular major changes to the way adult social care is configured alongside significant, ongoing budget pressures, and the development of proposals to meet our statutory responsibility to provide sufficient school places as our school-age population increases. These key challenges sit alongside the ongoing challenge for the council to do more with less, and a budget process that is likely to involve difficult decisions going into 2015/16.

New membership on the main committee and standing panels brings in fresh ideas, and skills which can enhance the process of effective scrutiny, alongside the knowledge and skills of those continuing on in the role. The introduction of an engaging Scrutiny Member Development programme will help to tap into those skills as well as develop new approaches, strengthen work programming ensuring the Scrutiny Function delivers defined results, adding value to the work of the council.



Overview and Scrutiny Committee Work Programme 2013/14

Meeting Date	Meeting Date
4 June 2013	14 January 2014
Administrative Items <ul style="list-style-type: none"> Appointment of Panels Work programme Scrutiny Items <ul style="list-style-type: none"> Cllr Coad Call-In: SD Decision re. Langley Rd, Station Rd and High Street Langley 	Scrutiny Items <ul style="list-style-type: none"> Preparations for individual electoral registration Bus Station: Lessons Learned Childhood Obesity - Meeting 5: Sign off report
8 July 2013	6 February 2014
Scrutiny Items <ul style="list-style-type: none"> Childhood Obesity - Meeting 1: "Does Slough have a problem with childhood obesity?" Cllr Plimmer Call-In: Leaseholder Annual Service Charge Statements 	Scrutiny Items <ul style="list-style-type: none"> Q3 Performance and Finance Report Budget Papers: <ul style="list-style-type: none"> Revenue Budget 2014/15 Medium Term Financial Strategy 2014-2018 Treasury Management Strategy Capital Strategy 2014-2019 Administrative <ul style="list-style-type: none"> Health Scrutiny Panel membership
10 September 2013	4 March 2014
Scrutiny Items <ul style="list-style-type: none"> Childhood Obesity - Meeting 2: "What options are there to alter the physical environment?" Q1 Performance and Finance Report Implications of the Government's Spending Review on medium term financial planning <ul style="list-style-type: none"> Leisure Services Strategy 	Scrutiny Items <ul style="list-style-type: none"> Chief Constable Information Items <ul style="list-style-type: none"> Social Care Bill
7 October 2013	8 April 2014
Scrutiny Items <ul style="list-style-type: none"> Thames Valley Transactional Service Centre: Update Local Asset Backed Vehicle Update 	Scrutiny Items <ul style="list-style-type: none"> Leaseholder Services - Update on Improvements Transactional Services - Performance Update Corporate Plan
12 November 2013	Endorsement Item
Scrutiny Items <ul style="list-style-type: none"> Childhood Obesity - Meeting 3: "What is the role of schools and how can we support them? How can we encourage greater physical activity amongst children and young people?" Q2 Performance and Finance Report Economic Development Strategic Plan 	<ul style="list-style-type: none"> Scrutiny Annual Report For Information <ul style="list-style-type: none"> Loanshark Service
3 December 2013	12 June 2013
Scrutiny Items <ul style="list-style-type: none"> Childhood Obesity - Meeting 4: "What is the role of GPs and Primary Care?" Joint Strategic Needs Assessment 	Administrative Items <ul style="list-style-type: none"> Election of Chair Election of Vice Work programme Scrutiny Items <ul style="list-style-type: none"> Mental Health In-patient Services Transfer Heatherwood and Wexham Park Hospitals NHS Foundation Trust Quality Account 2012/13

Health Scrutiny Panel Work Programme 2013/14

Meeting Date	Meeting Date
12 June 2013	21 November 2013
Administrative Items <ul style="list-style-type: none"> • Election of Chair • Election of Vice • Work programme Scrutiny Items <ul style="list-style-type: none"> • Mental Health In-patient Services Transfer • Heatherwood and Wexham Park Hospitals NHS Foundation Trust Quality Account 2012/13 	Scrutiny Items <ul style="list-style-type: none"> • Dementia Care Strategy • Public Health Strategy • Healthwatch Business Plan
24 July 2013	13 January 2014
Scrutiny Items <ul style="list-style-type: none"> • Care Quality Commission Findings: Wexham Park Hospital (introduced under Members Questions) • Heatherwood/Wexham Park and Frimley Park merger • Shaping the Future: implementation of changes and impact • Health Scrutiny/Slough Wellbeing Board Protocol 	Scrutiny Items <ul style="list-style-type: none"> • Social Care Bill and Health Integration • Carers Commissioning Strategy • Tuberculosis in Slough For Information <ul style="list-style-type: none"> • Mental Health In-patient Services Transfer • A&E Review Report
17 September 2013	24 March 2014
Scrutiny Items <ul style="list-style-type: none"> • Adult Safeguarding Annual Report 2012/13 • Public Local Account • Older People's Strategy • Heatherwood/Wexham Park CQC Report and Action Plan 	Scrutiny Items <ul style="list-style-type: none"> • Quality and Improvement at Heatherwood and Wexham Park Trust • Clinical Commissioning Group • Heatherwood and Wexham Park Hospitals NHS Foundation Trust • Healthwatch Slough • Berkshire Healthcare NHS Foundation Trust Quality Account 2013/14 For Information <ul style="list-style-type: none"> • Winterbourne Action Plan Implementation

Neighbourhood and Community Services Scrutiny Panel Work Programme 2013/14

Meeting Date	Meeting Date
19 June 2013	8 January 2014
Administrative Items <ul style="list-style-type: none"> • Election of Chair • Election of Vice Chair • Work programme Scrutiny Items <ul style="list-style-type: none"> • Sheds with Beds: Update on Progress • Waste Strategy 2013-2028 	Scrutiny Items <ul style="list-style-type: none"> • Impact of Benefits Changes incl. impact of London Boroughs policies on housing • Management and Prevention of rent arrears/voids/damage to housing stock For Information <ul style="list-style-type: none"> • Management of service charges for Council tenants
5 September 2013	27 February 2014
Scrutiny Items <ul style="list-style-type: none"> • Housing Allocations Scheme • Role of wardens/caretakers in supporting neighbourhoods • Tenant Scrutiny in Slough 	Crime and Disorder Committee Scrutiny Items <ul style="list-style-type: none"> • Community Safety Partnership incl. Prostitution • Domestic Violence For Information <ul style="list-style-type: none"> • Performance Indicators for Interserve Contract
30 October	2 April 2014
Extraordinary Meeting <ul style="list-style-type: none"> • Heathrow Airport Expansion: evidence gathering 	Scrutiny Items <ul style="list-style-type: none"> • Transport Working Party - Progress Report
6 November 2013	
Scrutiny Items <ul style="list-style-type: none"> • Star Survey • Management of Houses of Multiple Occupancy • Older People's Housing Offer • Call-in: Management/Control of Highways yellow line/disabled bay line painting contract 	

Education and Children's Services Scrutiny Panel Work Programme 2013/14

Meeting Date	Meeting Date
1 July 2013	30 January 2014
Administrative Items <ul style="list-style-type: none"> • Election of Chair • Election of Vice Chair • Work programme Scrutiny Items <ul style="list-style-type: none"> • Churchmead School: update on improvement • Childhood Vaccinations 	Scrutiny Items <ul style="list-style-type: none"> • Child-focused overview of messages from Ofsted Inspection and 2014 calendar year priorities • Corporate Parenting Review and Proposals • SEN: impact of changes in legislation • Childhood Immunisation: Progress
10 October 2013	19 February 2014
Scrutiny Items <ul style="list-style-type: none"> • Improvement Plan: Update • Early Help in Slough: Getting it Right for Children project update • Annual Report of Independent Reviewing Officers/Child Protection • LSCB Annual Report incl. CSE update Members Question: FGM	Extraordinary Meeting Scrutiny Items <ul style="list-style-type: none"> • Formal feedback from Ofsted Inspection
5 December 2013	12 March 2014
Scrutiny Items <ul style="list-style-type: none"> • Grammar Schools in Slough: role, relationship with non-selective schools, impact on attainment and accessibility • School Places: Plans for the Future • Vulnerable Children and Education Information Items <ul style="list-style-type: none"> • Community Learning and Skills Services Update • School Results: Preliminary • Schools Services: Contract Update 	Scrutiny Items <ul style="list-style-type: none"> • School Results: Validated • Churchmead: Update on Improvements • Community Learning and Skills Services
	16 April 2014
	Scrutiny Items <ul style="list-style-type: none"> • Slough Local Safeguarding Children Board - Ofsted Inspection Findings For Information <ul style="list-style-type: none"> • Statement of Purpose for Breakaway

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

Annual Scrutiny Report 2013/2014

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

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

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

Aby uzyskać pomoc odnośnie tłumaczenia instrukcji zawartych w niniejszym dokumencie, należy zwrócić się do osoby mówiącej po angielsku, aby zadzwoniła w tej sprawie pod numer 01753 875657.

Haddii aad doonayso caawinaad ah in lagu turjibaano warbixinta dukumeentigaan ku qoran, fadlan weydiiso in qof ku hadla Inriis uu ku Waco 01753 875657 si uu kugu codsado.

اگر آپ کو اس دستاویز میں دی گئی معلومات کے ترجمے کے سلسلے میں مدد چاہئے تو، براہ کرم ایک انگریزی بولنے والے شخص سے 01753 875657 پر کال کر کے اس کی درخواست کرنے کے لئے کہیں۔

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny **DATE:** 8th April 2014

CONTACT OFFICER: Angela Satterly , Compliance Team Leader
Tel: 01753 875226

(For all enquiries) (01753) 875666

WARD(S): All

PART I
FOR INFORMATION

LOAN SHARKS – A PARTNERSHIP INITIATIVE

1 **Purpose of Report**

To inform Members of the work carried out to protect Slough residents and in particular the most vulnerable in our communities who are most at risk from falling into the hands of rogues operating as 'loansharks'.

2 **Recommendation**

The Committee is requested to note the report.

3 **Slough Wellbeing Strategy Priorities–**

The benefits that the Loanshark work can deliver to the Council and Slough residents are significant and in particular impact positively on the following priorities:

- Economy and Skills:
- Health and Wellbeing
- Housing
- Safer Communities

Civic responsibility – The Loanshark initiatives are designed to inform and empower residents to resist illegal money lenders and come forward with information that will benefit their communities.

Improving the image of the town – reducing the fear of crime

4 **Joint Strategic Needs Assessment (JSNA)**

Slough has areas of significant deprivation and poverty. The JSNA recognises links between poverty and health inequalities. It is often the poorer and more vulnerable members of our communities who become victims of illegal money lending. The Loanshark initiatives increase the Councils and our partners' capacity and opportunity to protect residents and improve their life opportunities.

5 **Other Implications**

(a) **Financial**

There are no financial implications of proposed action. Investigation costs and promotional material costs are met by the Illegal Money lending Team. Officer's time costs are covered by existing operational budgets

(b) **Risk Management**

Risk	Mitigating action	Opportunities
Legal	Specialist Investigations are carried out by the Illegal Money Lending Team (ILMT) under an agreed protocol.	
Property	None	None
Human Rights	None	None
Health and Safety	Risk assessments are carried out for all officers on door to door operations and offers work in pairs	None
Employment Issues	None	None
Equalities Issues	None	None
Community Support	The voluntary sector is engaged	To inform and empower residents
Communications	SBC Comms are involved	The ILMT provide support material
Community Safety	TVP and Community Wardens are included in the planning of initiatives.	Kerbing the operations of Loansharks has a positive impact on the crime and disorder and the fear of crime
Financial	None	The ILMT is funded by central government
Timetable for delivery	ongoing through 2014	
Project Capacity		
Other	None	None

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

There are Human Rights Act Implications.

(d) **Equalities Impact Assessment**

There is no identified need for the completion of an EIA as the Loanshark work is based on national legislation and codes that have already undergone assessment.

6 Supporting Information

6.1 Background

The Trading Standards Team at Slough are supported in their local 'Loan shark' work by an agreed protocol with the Illegal Money Lending Team (IMLT), which is hosted by Birmingham City Council and funded from central government, to provide a specialist task force designed to tackle illegal money lending across regional boundaries.

We have access to highly experienced investigators, who also provide training for our officers and local awareness support for the Council which is co-ordinated locally by the Trading Standards Service.

During 2013 the Trading Standards Service engaged with key partner agencies, and colleagues such as licensing and neighbourhood enforcement teams, Thames Valley Police, and the local community run Credit Union and were very well supported by local councillors and Slough's MP Fiona Mactaggart.

Together we established the most appropriate areas to hold an event to raise awareness of loan sharks and inform the residents of the misery that these loan sharks bring to ordinary peoples life's, when they borrow even small amounts and fail to make the repayments, which in most cases included horrendous interest rates. The evidence clearly shows that when consumers understand the risks involved in using a loan shark, have an understanding of the alternatives available and that there is support available they are less likely to fall into serious debt. In addition awareness campaigns increases the consumers confidence to report loan shark activity in their communities which can then be investigated by the Illegal Money Lending Team on our behalf.

An agreement was reached with partners to roll out the intervention in the Britwell and Chalvey areas during 2013. Both area's have high levels of deprivation and many residents are financial vulnerable, being either unemployed, young single parents or families on low income or retired.

6.2 Project Delivery

- Over **700 'shark' beer-mats and flyers were distributed**; shark articles were included in two newsletters for taxi drivers. An article was distributed by Slough Older Peoples Forum and sent out to their elderly members and Age Concern. Posters and flyers were put in food bags given out by Slough Food Bank
- Free Awareness training was provided by the Illegal Money Lending Team (IMLT) included Children's Services, Family Support, Citizen's Advice staff and [volunteers at Slough Food Bank](#) plus response Officers from Slough Police. **100% of attendees said that they found the training very useful.**
- Leaflets delivered to **640 households**. A multi-agency door-knock to residents in the Britwell area provided residents with information about loan sharks and the credit union. The Credit Union were on hand at Land Mark Place to give advice and open accounts.

- Slough Communications included an article for the Citizen magazine, information was sent out to church groups in Slough, a radio interview was aired on Time Radio and a press release in the Slough Observer

6.3 Outcomes

1. 27 new accounts were opened with the Credit Union.
2. Further training was subsequently provided to the Council's homeless service, private rented sector, addiction & mental health officers, and some over 55s
3. Increased awareness for consumers. Before our intervention 98% of the consumers we spoke to did not realise loan sharks were operating illegally, and that their rates were unenforceable.
4. Intelligence gathered as part of the awareness campaign provided leads relating to three different loan sharks. This information was passed to the IMLT for further investigation on our behalf.
5. The innovative and successful work in Slough on increasing awareness of was recognised by the IMLT and Slough won the Regional Loan Shark Award.

6.4 Slough Loan shark work for 2014

Nationally, there remains concern about the operation of loan sharks however, because of the illicit nature of their operation local data for Slough is difficult to obtain.

1. Discussions are underway for a new "themed project" with trading standards & partners during September 2014.
2. Schools in Slough will be encouraged to take up the opportunity use training for 5-11 years "money safe" & 11-19 year olds "safer lending".
3. A cartoon video lesson featuring sharks as the loan sharks and penguins as trading standards officers aimed at young children is also available and will be promoted; 9 Slough schools have shown interest so far.

7 Comments of Other Committees

None

8 Conclusion

The Trading Standards Service and our partners are committed to protecting our vulnerable residents against illegal money lending and we plan during 2014 to continue to support the delivery of loan shark initiatives in Slough to improve awareness, gather intelligence on illegal activity, and with others promote alternatives.

9 Background Papers

- '1' Lessons about keeping our money safe for 5 -11 year olds
- '2' Lessons in safer lending and borrowing for 11-19 year olds

Hard Copies of these papers will be available at the meeting.

MEMBERS' ATTENDANCE RECORD 2013/14**OVERVIEW AND SCRUTINY COMMITTEE**

COUNCILLOR	04/06	08/07	10/09	07/10	12/11	03/12	14/01	06/02	04/03	08/04
Bal	P	P	P*	Ab	Ab	P	P*	P	Ab	
Davis	-	-	-	-	P	P	P	P	P	
Hussain	P	Ap	P	Ap	P	P	Ap	P	P	
Malik	P	P	Ap	P	Ap	P	P	P	P	
M S Mann	P	P	P	P	P	Ap	P	P	P	
Minhas	P	P	Ap	P	Ab	P	P	P	P	
Nazir	P	P	P	P	Ap	P	P	P	P	
O'Connor	P	P	P	P	P	P	P	P	P	
Small	P	P	P	Ap	-	-	-	-	-	-
Smith	P	P	P	P	P	Ap	P	P	P	

P = Present for whole meeting
Ap = Apologies given

P* = Present for part of meeting
Ab = Absent, no apologies given

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