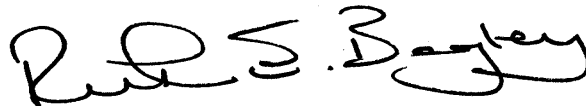


Date of issue: Wednesday, 1 July 2015

<b>MEETING</b>	<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b> (Councillors Nazir (Chair), Strutton, Ajaib, Bains, Bal, N Holledge, Malik, Rana and Usmani )
<b>DATE AND TIME:</b>	THURSDAY, 9TH JULY, 2015 AT 6.30 PM
<b>VENUE:</b>	MEETING ROOM 3, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	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

AGENDA  
ITEM

REPORT TITLE

PAGE

WARD

Apologies for absence.

**AGENDA**  
**ITEM**

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**CONSTITUTIONAL MATTERS**

1. Declarations of Interest

*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 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 17th June 2015

1 - 4

-

**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. Thames Valley Transactional Services - April 2014 to March 2015

5 - 10

All

5. Update on Externalisation of Children's Services

11 - 22

All

6. Five Year Plan - Future Approach of Scrutiny

23 - 44

All

7. Consideration of reports marked to be noted/for information

*(The Committee will consider any reports marked to be noted/for information and determine whether future scrutiny is considered necessary: maximum of 5 minutes allocated).*

8. Town Centre Car Park Task and Finish Group – Decisions by Cabinet

45 - 48

All

9. Forward Work Programme

49 - 52

-



**AGENDA**  
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10.	Attendance Record	53 - 54	-
11.	Date of Next Meeting - 10th September 2015		

**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. Please contact the Democratic Services Officer shown above for further details.

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

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**Overview & Scrutiny Committee – Meeting held on Wednesday, 17th June, 2015.**

**Present:-** Councillors Nazir (Chair), Strutton (Vice-Chair), Ajaib, Bains, Bal, Malik, Rana and Usmani

**Apologies for Absence:-** Councillor N Holledge

**PART I**

**1. Declaration of Interest**

Councillor Bal declared that a family member worked at Slough Borough Council.

**2. Minutes of the Last Meeting held on 9th April 2015**

**Resolved –** That the minutes of the last meeting held on 9<sup>th</sup> April 2015 be approved as a correct record.

**3. Appointment of Scrutiny Panels**

The Committee considered a report seeking approval for the establishment of a number of Scrutiny Panels and the appointment of Members to serve on them for the 2015/16 municipal year.

The Committee noted the seat allocations that had been calculated to reflect Political Group membership and statutory proportionality entitlement, which equated to seven appointments for the Labour Group, and two for the Conservative Group for each of the scrutiny panels respectively. It was noted that the Chairs of the Panels would be offered to a member of the Administration and Vice-Chair positions would be offered to the Opposition Group. Details were also presented of the co-opted members (with details of the nominations where known) for formal approval.

**Resolved –**

- (a) That an Education and Children's Services Scrutiny Panel, Health Scrutiny Panel and Neighbourhoods & Community Services Scrutiny Panel be appointed for the 2015/16 municipal year.
- (b) That the allocation of seats for each Panel is nine – 7 Labour and 2 Conservative seats on each Panel.
- (c) That the Chairs of the Panels be offered to a Member of the Administration and Vice-Chairs offered to a Member of the Opposition and each Panel be invited to appoint a Chair and Vice-Chair at its first meeting.

## Overview & Scrutiny Committee - 17.06.15

- (d) That Members be appointed to serve on each of the Panels as set out below:

**Education & Children's Services Scrutiny Panel** – Abe, Bal, Brooker, Cheema, Dhillon, Matloob, Morris, Rana, Pantelic.

**Health Scrutiny Panel** – Ajaib, Chahal, Cheema, Chohan, Chaudhry, M. Holledge, Pantelic, Shah, Strutton.

**Neighbourhoods & Community Services Scrutiny Panel** - Dar, Davis, N.Holledge, Malik, Mansoor, Morris, Plenty, Sohal, Wright

- (e) That the following co-opted Members be appointed to the Scrutiny Panels:

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

#### Voting Co-opted Members

(Church of England) - Nomination awaited from the Diocese  
(Roman Catholic Church) – Jim Welsh  
Parent Governor Representatives – Two nominations awaited from the Chairs of governing bodies.

#### Non-Voting Co-opted Members

Head Teacher Representative – Maggie Stacey  
Secondary School Teacher Representative – Jo Rockall  
Primary School Teacher Representative – Nomination awaited

### **Health Scrutiny Panel**

#### Non-Voting Co-opted Members

Healthwatch Representative – Colin Pill  
Member from the Buckinghamshire Health & Adult Social Care Select Committee – Nomination Awaited

### **Neighbourhoods & Community Services Scrutiny Panel**

#### Non-Voting Co-opted Members

Active Tenant Group Representative – Nomination awaited  
Leasehold Forum Representative – Nomination awaited

## 4. Member Questions

None.

## **Overview & Scrutiny Committee - 17.06.15**

### **5. Forward Work Programme**

Details of the proposed work programme for 2015/16 were outlined by the Scrutiny Officer. Members discussed the agenda items scheduled for future meetings and agreed that a Task and Finish Group be commissioned relating to Members Casework. It was noted that the Terms of Reference for the Casework Task and Finish Group would be submitted to the September meeting.

**Resolved** - That details of the work programme 2015/16 be noted and updated to include the Casework Task and Finish Group.

### **6. Date of Next Meeting - Thursday 9th July, 2015**

The date of the next meeting was confirmed as 9<sup>th</sup> July 2015.

Chair

(Note: The Meeting opened at 8.00 pm and closed at 8.25 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee **DATE:** 9<sup>th</sup> July 2015

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

**WARD(S):** All

**PART I**  
**FOR INFORMATION & COMMENT****THEAMES VALLEY TRANSACTIONAL SERVICES - APRIL 2014 TO MARCH 2015**1. **Purpose of Report**

This report follows on from the Overview and Scrutiny Committee in March 2015 to conclude the Annual report of the Thames Valley Transactional Service Centre for the period April 2014 to March 2015. It realigns the reporting periods to allow the Committee full sight of the reporting year.

2. **Recommendation**

That the Committee is requested to scrutinise and comment on the performance for this reporting period.

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

The outsourcing of the council's transactional services to arvato aims to secure sustained improvement across all services whilst ensuring the well being of our most vulnerable members of the communities.

3a. **Slough Joint Wellbeing Strategy Priorities**

The principle matters covering this period are reported in appendix A.

The services in scope of the partnership link to the overall effectiveness and efficient running of the council. By streamlining processes, implementing service improvements and securing a step change in performance across all services in scope, the service supports the Council's medium term financial strategy through optimising collection of revenues whilst ensuring that benefits continue to reach our most vulnerable members of the community in an efficient and timely manner. The overarching aim of the partnership continues to support all of the Council's priorities.

***Civic responsibility***

arvato remains committed to its Civic responsibilities and regularly participate in local initiatives to help support the borough. Some key activities have included Slough Smart Commute and raising money for charity. Under the umbrella of the partnership, arvato have invested resources in facilitating workshops in schools relating to poverty awareness. These focussed on how to avoid key problems, where to seek help and how the Council supports those in need.

***Improving the image of the town***

arvato continue to be engaged with Slough Aspire and have senior level representation on the board. More recently arvato sponsored the Slough Business Awards 2015 and remain keen to explore in partnership with the Council how to support the marketing of Slough as a business destination.

arvato has continued to grow the business in Slough with approximately half of the 50 temporary staff taken on over Christmas retained. Further bids for new business are already underway and which will hopefully see further new jobs brought to the borough of Slough.

3b. **Joint Strategic Needs Assessment (JSNA)**

Please refer to the appendix for detailed information relating to performance.

4. **Other Implications**

(a) Financial

Increases to Council Tax and Business Rates collection in year, compared to previous years, will likely boost the Council's overall collection rates and drive more money into the Council

(b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	The contract has built in flexibility which enables changes to be appropriately considered using the change control mechanism	Allows for flexibility as the council's corporate and service priorities change.
Property	With the relocation of arvato's head office to Slough all risks associated with property have now been mitigated	The re-location has enabled Slough Borough Council to make use of the training and meeting room facilities at Phoenix 1 – Farnham Road. The site is also much closer located than previously when Airways House was leased.
Human Rights	Not applicable	
Health and Safety	arvato have access to their own corporate Health and Safety services	There are always opportunities to draw on arvato corporate resources to assist the council as required.
Employment Issues	All staff delivering Transactional services were successfully TUPE'd over to arvato.	There is a requirement within the contract deliverables for arvato to offer employment opportunities to the people

		of Slough and actively encourage this through their recruitment processes.
Equalities Issues	Not applicable - Council policies apply as part of the Staff transfer	
Community Support	arvato UK headquarters based in Slough	arvato continue to support community projects, working with Slough mobility, board member of ASPIRE, development of the arvato apprenticeship academy - strengthening employment opportunities for local residents.
Communications	There is a joint partnership arrangement in place to share information and manage communication	Access to a wider communications network allows the authority to benefit from more positive exposure, marketing and promotion
Community Safety	The employment of Neighbourhood benefit officers provide a more locally accessible and tailored service to local residents	Improved access to services and opportunities to work with our most vulnerable residents to maximise benefits.
Financial	Agreed pricing model , KPI framework and Payment mechanism which can be reviewed annually as the councils priorities change	Allows the partnership the flexibility to focus on emerging priorities faced by the council and the services it delivers.
Timetable for delivery	The contract is in place for a period of 10 years from April 1 <sup>st</sup> 2012 – March 2022.	Timescales allow for services to be embedded and focus on service improvements
Project Capacity	Not applicable - this is not a project	

(c) Human Rights Act and Other Legal Implications

There are no Human rights implications

(d) Equalities Impact Assessment

Equality Impact Assessments are completed as changes are made to policy

(e) Workforce

Approximately 100 staff were TUPE'd successfully as part of the initial procurement process on existing terms and conditions as part of Phase 1. 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 will ultimately deliver more efficient and effective services to the residents of Slough.

5. **Supporting Information**

Key information is provided in Appendix A.

6. **Conclusion**

The annual results for the 2014/2015 financial have seen best-ever collections performance for both Council Tax and Business Rates. This has put Council an additional £2.19m back into Slough Council's budget compared to last year. Breaking that figure down, it included over £1.8 million for Council Tax and £395,000 for Business Rates, with an on collections rates of 96% for Council Tax and 96.8% for Business Rates (target: 96.4%). Looking forward, the targets for 2015/16 include a 96.6% collection rate for Council Taxes and a 96.7% target for Business Rates.

After introducing revenues and benefits self-service options for citizens via Slough Council's website in March, the current position is over 1,300 residents have signed up to use these services online, including 800 registering for direct debit payments. The self-service kiosks implemented in Landmark Place have helped to collect £120,000 from 1,200 customers in the first six weeks alone.

We look forward to further improvements in service for residents over the course of the coming year.

7. **Appendices Attached**

'A' - Slough Annual Strategic Dashboard

8. **Background Papers**

None

# Slough Transactional HR & Payroll 2014/15

## KPI Performance

Monthly KPIs

	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
DIP Service	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
MH Courier 1	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
MH Courier 2	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
MH Courier 3	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
MH05	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
MH07	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
MH09	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
MH11	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green

Failed KPIs
N/A

**Achieved**   
**Failed with Relief Event**   
**Failed without Penalty**   
**Failed with Penalty**   
**To be Confirmed**   
**Result Unavailable** 

## Risks, Issues & Achievements

### ACHIEVEMENTS

H&S incident report project for professional HR complete  
 Successful backscanning of large quantities of Housing files  
 Kept abreast of the continuing accommodation strategy which impacts directly upon the provision of postal and courier services  
 arranged 66 collections from, and 51 deliveries to, the archiving centre in Reading, collating requests whenever possible

### RISKS & ISSUES

Civica Dip system workflow 1 (W1) still being used for Housing files although not supported by Civica, causing extra processing times and increased risk of failure  
 Delays in payment of archiving invoices  
 Historic archive knowledge limited including poor statutory/best practice storage timescales  
 high percentage of outgoing post received not eligible for discounted postage due to method of presentation

## KPI Highlights

No KPI failures in 2014/15

A total of 340,577 items of mail have been processed at a total costs of £72,468.09

52,700 files have have been scanned into Workflow 1 & 2 (W1&W2))

66 collections were made from the archiving centre at Reading, with 51 deliveries being made, coordinating requests whenever possible

Percentage of KPIs Achieved	100%
Number of postage items processed	340,577
No of Scanned Items	52,700

## Service Improvements

Restructure of the Logistics team to increase resilience and provide opportunity to existing staff members and new applicants.

The team has worked in conjunction with the council's facilities section to ensure the accommodation plans run smoothly and that a seamless service is maintained during the extended moves period. Every effort has been made to include more outbuildings into the postal courier routes while providing a considerable number of one off deliveries around the borough.

Work is progressing well to bring the Legal, Building Control, Planning and Adult Education teams into the digital mailroom project, with the Logistics team being closely involved. This will necessitate considerable investment in equipment and the supporting structure, but will position the team for further roll outs going forward.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee **DATE:** 9th July 2015

**CONTACT OFFICER:** Roger Parkin - Strategic Director Customer and Community  
**(For all Enquiries)** (01753) 875207

**WARD(S):** All

**PART I**  
**FOR INFORMATION & COMMENT**

**UPDATE ON EXTERNALISATION OF CHILDREN'S SERVICES**

1. **Purpose of Report**

1.1 To update on the current status of the externalisation of the Children's Services to the Children's Services Organisation (CSO)

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

The Committee is requested note the report.

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

3a. **Slough Joint Wellbeing Strategy Priorities**

Priorities:

- Health
  - By identifying and prioritising services for vulnerable groups in the Slough population and by targeting support to meet the needs of children and young people.
  - Through focusing on the needs of the most vulnerable children, young people and their families, and providing targeted services through partnership working primarily with the NHS to secure measurable health improvements.
- Economy and Skills
  - By offering early education and family support to parents of young children so that they can focus on meeting their children's needs and overcoming personal and family difficulties that affect their ability to care for their children.
  - By promoting educational achievement which gives children and young people in care and leaving care enjoyment in learning and increased opportunities for success in adult life.
  - By maintaining high levels of Education, Employment or Training (EET) for young people who are looked after beyond 16 years of age.
  - By promoting vulnerable young people's social and emotional development alongside advances in educational achievement.

- Safer Communities
  - By offering effective support to families to help them do their best for their children so that children and young people are safe in their families and communities.
  - By recognising that parents are the main carers for their children, and by offering services that enable them to continue to care for their children successfully so that children can grow up within their own families and communities wherever possible.
  - By carrying out respective roles across the local authority and partner agencies to ensure that the most vulnerable children in our community are protected from harm and they are enabled to live with their families.
  - By carrying out our statutory role as a local authority to provide services for children in need, to safeguard them and look after children whose parents are unable to do so.
  - By working effectively with partner agencies so that they also contribute to safeguarding children and young people and demonstrate improved outcomes for those children and young people and their families.
  - By ensuring that children and young people who are looked after have the standards of care and life opportunities that we would want for our own children, with contributions from partner agencies.

### 3b **Five Year Plan Outcomes**

Children and young people in Slough will be healthy, resilient and have positive life chances – The improvement programme aims to make Slough children’s services one of the best providers of children’s social care in the country, providing timely, purposeful support that brings safe, lasting and positive change.

## 4. **Other Implications**

### (a) **Financial**

- 4.1 There are significant interim costs to the Authority as a result of having to comply with terms of the Direction.
- 4.2 The Memorandum of Understanding (MOU) dated 21<sup>st</sup> November 2014 provided the Council with an assurance that all costs of transition would be borne by the DfE, and this included the reasonable costs of the Authority, its project team including the Council’s professional costs in relation to complying with the Direction and the MOU (para 30). The MOU also provided that it would not be expected to or required to meet the set up costs of the CSO nor any of the additional costs incurred as a result of the transfer of the children services (para 28).
- 4.3 However, the Council have been informed that there will be a cap on the overall recoverable costs, with certain costs being capped at set levels, and that there will be no reimbursement until the contract with the CSO goes live. This means that Council has to meet all its interim costs and some of these costs will not be recovered if they are beyond the allocated cap for that cost.
- 4.3 In addition to transition costs there will also be the additional running costs to the Council as a result of working with the CSO. These will include and arise from



the overheads of the CSO as well as the reduction in economies of scale for the Council.

- 4.4 The Secretary of State had confirmed that some of these costs will not have to be borne by the Council and the local tax payer however, there is no indication of how long these costs, once agreed, will be met by the Secretary of State. In light of the cap on transition costs, it is likely the commitment on ongoing costs may also be capped. Although the Council will continue to act rigorously and fairly in securing a cost recovery outcome, the Council will need to consider the financial impact on resources if, as may be likely full cost recovery is not achieved.
- 4.5 The parties have agreed that the due consideration will need to be given to the Council's savings targets when agreeing and setting the new organisation's budget. Being a separate organisation, the Council will have to ensure it avoids any state aid issues and consider any possible implications which may arise from any new funding or budget setting arrangements.
- 4.6 Similarly, under the New Burdens Funding, there will need to be an assessment of any additional strain on council tax resources, over and above the initial set up costs which result of any new burden being imposed by the Secretary of State from externalisation of children's social care functions. It would be expected that any shortfall will be met by central government and not by the local authority itself. However again there is no guarantee that these will not fall to the Council.

**(b) Risk Management**

- 4.7 There are a number of significant risks arising from the delivery of the expected go live date in light of where progress on the work streams current sit.

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
<p>Legal</p> <p>There are a number of legal risks arising from the externalisation. These include risks relating to the governance arrangements, scope, service delivery vehicle, and client arrangements which will prevent the council from exercising its statutory accountability effectively.</p>	<p>The Council sought to address this through the Memorandum of Understanding (MOU) which was approved by Cabinet in November. The MOU sets out the means by which the risks arising from the nature of arrangements will be reduced and how the Council will be protected against the procurement and employment risks that are presented as a result of compliance with the Direction. However, the MOU is being replaced with a contract for services and this legally binding document will now govern and manage the relationship.</p>	

<p>Property</p> <p>Accommodation is identified as a key project work stream.</p>	<p>Accommodation still remains unresolved and is a major risk to the CSO's intended go live date.</p>	
<p>Employment Issues</p> <p>For those services in scope of the Direction, all relevant Council staff will be transferred to the CSO. Staff are concerned about their future and also their future terms and conditions of employment.</p> <p>There is a delay in the start of the TUPE consultation at the request of the Dfe and this presents a high level risk since the suggested start of the consultation period will coincide with most staff summer holidays.</p>	<p>Directly affected Council staff will be transferred under the TUPE regulations. Staff will transfer under their current terms and conditions of employment, pension rights and continuous employment rights.</p> <p>A programme of staff engagement and consultation was a work stream for the Transition Project Team.</p> <p>The Council continues to place pressure on the DfE to agree an early start.</p>	
<p>Timetable for delivery</p> <p>The DfE have put in place an ambitious project plan, however, there have been slippages against key task dates. There is now a concern work streams will not be all completed by the go live date.</p>	<p>The Council continues to place pressure on the DfE to ensure those critical matters to enable a go live for the CSO are addressed.</p>	

<p>Project Capacity</p> <p>The Council's experience of major externalisation demonstrates the need to mobilise a full project team involving a range of senior professional officers to support the transition process.</p>	<p>The project is led by the Strategic Director of Customer and Community Services and is supported by both an experienced in house team and external resources.</p>	
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(c) Human Rights Act and Other Legal Implications

- 4.8 The Secretary of State has exercised her powers under The Education Act 1966 in relation to the Council's children's services functions.
- 4.7 The legislative provisions allow either the Secretary of State to exercise the functions or give the Council such directions as the Secretary of State thinks expedient to enable the functions to be performed to an adequate standard.
- 4.8 Through the Direction, the Secretary of State has directed that a separate organisation should be set up to carry out, what will be some of the Council's Children's services functions. There has been no procurement exercise for the design or selection of the new organisation. The Council has sought the assurances that it will not be liable for any breach of procurement regulations.
- 4.9 The Council will enter into a contract for services with the CSO to deliver children's social care functions.
- 4.11 By contracting with the CSO, the Council would retain all its legal obligations for the statutory duties. However, since the Secretary of State has made it very clear that the services will be "out of council control", the Council may have limited control over how the children's social care functions are delivered or indeed to be able to hold to account the CSO for any failings. This is currently a matter under discussion in relation to the services contract.

(d) Equalities Impact Assessment

- 4.12 An EIA is needed and will be carried out once the outcome of detailed discussions around the final list of services that are to be impacted by this externalisation are known.

(e) Workforce

- 4.13 There will be significant implications for the Council's workforce. The externalisation of the service area will involve a transfer of current employees to the CSO. There are implications for other staff that currently undertake a support function for the service area in question. Until the Secretary of State confirms the scope of functions to be externalised, the Council is unable to assess the true impact and commence any TUPE consultation process with affected staff.

## 5. **Supporting Information**

- 5.1 In January 2015, following the appointment of the Department of Education's (DfE) support services team, a governance structure was set up to manage the transition of the services. A joint Project Group made of both Council Officers and DfE officials and service support partners was set up, along with a high level Steering Group again made up of the DfE, CSO and the Council as the strategic decision making body.
- 5.2 The DfE have recruited a Chairperson, Elaine Simpson and a Chief Executive for the new organisation. There are currently pending permanent appointments to the CSO's Board, although an Interim Finance Director has been appointed.
- 5.3 Cabinet on the 9<sup>th</sup> March 2015 agreed that the Chief Executive in consultation with the Leader of the Council and Commissioner for Children's Services be given delegated authority to determine:
- a. Finalise the scope of children's services that will transfer to the new Children's Organisation
  - b. Finalise the legal model for the new Children's Services company and to its incorporation
- 5.4 Therefore the key milestones for March 2015 were for the parties to agree the scope of the services to transfer, the model of organisation and to incorporate the new organisation.

### **Operating Model of CSO**

- 5.5 The model of the organisation is a private company, limited by guarantee with no share capital. The Company was incorporated on the 12<sup>th</sup> March 2015 and is called "Slough Children's Services Trust Limited" (Co Number: 09487106), its registered address is in Bristol. Although it wishes to refer to itself as "the Trust" it is not a legal entity of a trust.
- 5.6 The description given for the company is:
- "the Company will be a not-for-profit organisation limited by guarantee that is being established to secure improvements to Slough Borough Council's performance in respect of its children social care functions pursuant to a statutory direction issued by the Secretary of State for Education on 7 October 2014 in accordance with Section 497A(4B). The objects of the Company are to provide social care and youth offending services to children, young people and their families for the advancement of the community in Slough."
- 5.7 The longer term aspiration is for the Company to convert to a Community Interest Company (CIC), but this will be a matter for the CSO. Although the Council has no control over the model there are some issues that it does need to consider that may affect the Council in the longer term as a result of the choice of this model. The Council is ensuring that these issues are raised and managed to protect the Council.

5.8 The Council also required the DfE to sign a Non Disclosure Agreement to ensure the Council's 3<sup>rd</sup> party data was protected and this was completed on the 10<sup>th</sup> march 2015.

### Fit for purpose transfer date

5.9 There have been substantial discussions between the parties over what needs to be in place to enable a go live date for the CSO. The Council has and continues to express concerns around a go live date of September 2015.

5.10 The Steering Board agreed in March a set of principles that underpinned what need to be place to meet the September 2015 deadline. Namely:

	<b>Requirement</b>	<b>Council Comment</b>
1	The scope of services to be externalised should be confirmed by the end of April 2015	This still has not been finally agreed although substantial progress has been made.
2	The offer of SBC support services to the new organisation to be agreed by the end of April 2015	This is still in the process of being agreed.
3	The new organisation contracts with SBC for the delivery of the services currently delivered by Arvato to SBC	The principle has now been agreed but this is still subject to contractual agreement.
4	SBC remains the data owner and the new organisation acts as the data processor	This is still in the process of being agreed and finalised.
5	The new organisation initially remains in SMP	This is still in the process of being agreed.
6	Due diligence around the nature of the contractual provision by 3 <sup>rd</sup> party providers to be completed by end April 2015 and appropriate action agreed and taken so that relevant services can be supplied to the new organisation through either contract novation or assignment by September 2015	This is still in the process of being agreed.
7	A senior management team to support the Chief Executive of the new organisation is in place in good time to understand the service area and is in a position to operate fully in shadow form (no later than July 2015)	A management structure has not been sent to the Council.
8	The senior management team do not amend any key decisions made previously on behalf of the organisation by the Chair and Chief Executive that could delay the timeline	Council is seeking assurances that is remains the case.

9	Staff terms and conditions along with pensions are agreed in good time to allow a proper TUPE consultation and transfer	The Council have significant concerns around the Dfe's delays on this and the impact it will have on our staff.
10	A client team has been recruited and is in place at SBC to monitor the new organisation's contract before go live	This is still in the process of being agreed once the Outcomes Specification is drafted.
11	In the development of the services contract, enough time is allowed for transition work to occur to enable a go live in September 2015. The key provisions of the contract need to be broadly agreed in July 2015 time to enable this transition work to happen	This is still in the process of being agreed.
12	Members are well informed and communicated with throughout the project to enable them to be familiar with the project and understand the financial transactions and budget changes so that the transfer is approved	Project slippage as this far prevent an updated report being bought

### **Forward Plan for Council decisions**

5.11 The Council and the Dfe have agreed a forward plan for decisions, which takes into account Cabinet, O/S and Children's O/S and Full Council.

5.12 It was anticipated that a report to the June Cabinet would be bought to cover:

- Scope of Services
- Pensions
- Member/Officer involvement in the CSO Board
- Contract governance principles

The parties were not in a position to bring a report for decision sign off on the matters listed.

5.13 July Cabinet is expected to sign off matters relating to:

- Financial risk sharing

The parties are unlikely to be in a position to bring a report for decision sign off on the matter listed.

5.14 September Cabinet is expected to sign off matters relating to:

- Update on draft services contract
- Trust budget
- DfE provision of additional costs
- Delegated authority to sign contract

- 5.15 It is anticipated as a result of the staged sign off process not occurring that September Cabinet will be required to cover that matters originally expected to be signed on June and July.
- 5.16 It is then anticipated that there will be Full Council sign off following Cabinet in September.

## **Key Terms**

### **Scope of Services**

- 5.17 The scope of the services was agreed in principle in March, but there has not been final sign of the exact services moving over. The current status of the parties' discussions is set out in Appendix A: Scope of Services Table.

### **Pensions**

- 5.18 The Council have been asked to agree an Open Pension Scheme to enable existing public sector employees to move across to the CSO without jeopardising their current LGPS pensions. Although this is not custom and practice for the Council, it has been felt that there are special circumstances that would warrant a different approach. The parties have almost agreed terms which protect the Council while at the same time enabling effective recruitment of permanent staff.

### **Costs recovery**

- 5.18 The MOU confirmed that the Council would be reimbursed for all costs:

“30. In relation to the costs of compliance with the Direction The Secretary of State will meet the costs of the Commissioner, the professional services and legal services and the DfE project team costs. The Secretary of State will also meet all the reasonable costs of the Authority, its project team including the Authority's professional services costs in relation to complying with the Direction and the MOU.”

- 5.19 To this end all Council officers involved in the project have been keeping a time record of their time spent to enable recovery of those costs from the DfE. All the Council's 3<sup>rd</sup> party costs, such as external spend was also expected to be recoverable.
- 5.20 The Council were assured that a monthly grant would be made available to cover the Council's costs but to date these costs have not been reimbursed. The Council have now been advised of a cap on costs of £615,000 which is expected to cover more than the Council's project and professional services costs. Council officers recorded time currently has a value of approximately £200,000. Once the Council is in a position to understand the CSO set up and organisation costs, we anticipate that there may be a substantial shortfall against all the costs of transition. Areas of concern include accommodation fit out, ICT set up costs, client management costs.

## **Board remuneration**

- 5.21 The Board members of the new organisation are likely to be remunerated for their services and this cost will need to be considered as part of the contract payment.
- 5.22 Whilst it will be important to ensure that the new organisation attracts good calibre members, the Council will also be concerned to ensure that remuneration remains within the parameters of good practice in public sector appointments.
- 5.23 Officer's view of the status of the project to date is Amber.
- 5.24 The July Education & Children's Services Scrutiny Panel will be receiving an update report on the improvements that are being made to the provision of the children's services.

## **6. Comments of Other Committees**

None

## **7. Conclusion**

The purpose of this report is to update members on progress to date and therefore there are no decisions required as a result of this report.

## **8. Appendices Attached**

'A' - Scope of Services Table

## **9. Background Papers**

1. Direction dated 7.10.2014
2. MOU dated 21.11.2015
3. NDA dated 10.3.2015
4. Cabinet reports: November 2014, March 2015
5. Overview & Scrutiny reports: February 2015
6. Children's Scrutiny reports



## Appendix A

Updated Scope discussion reflecting the Council, Commissioner's and CSO agreed position as at 1 April 2015 (all staff numbers to be confirmed/ comments section may require further detail)

Service Area	Area and Assistant Director	FTE	RAG - green
Early Help	Children, Young People, and Families – Kitty Ferris	36	
Assessment and Children in Need	Children, Young People, and Families – Kitty Ferris	29	
Child Protection and Looked After Children	Children, Young People, and Families – Kitty Ferris	69.28	
Placement and Resources (1)	Children, Young People, and Families – Kitty Ferris	Part of 61.4 TBC	
Safeguarding and Quality Assurance – IRO etc	Children, Young People, and Families – Kitty Ferris	10	
Administrative and business support for all services rated 'green' above	Children, Young People, and Families – Kitty Ferris	36.35 Pro rata to above	
Learning and professional development	Kevin Gordon Assistant Director Professional Services	1	
IT and information systems – professional support role	Kitty Ferris AD C&F	1	
Safeguarding and Quality Assurance LSCB functions	Children, Young People, and Families – Kitty Ferris	3	
Operational commissioning for children's services	Children, Young People, and Families Alan Sinclair Assistant Director Adult Social Care and Commissioning; matrix arrangements to Kitty Ferris	TBC	
Children with Learning Difficulties and Disabilities (LDD)	Children, Young People, and Families – Kitty Ferris	TBC	
Placement and Resources (2) (Mallards Children's Home and Breakaway Respite Centre)	Children, Young People, and Families – Kitty Ferris	Part of 61.4 TBC	
Youth Offending Team	Children, Young People, and Families – Kitty Ferris	TBC	
<b>Total FTE</b>			
Children's centres	Delivered through contract with Mott McDonald / Cambridge Education		
IT and information systems	Roger Parkin Strategic Director	0	
<b>Service Area</b>	<b>Area and Assistant Director</b>	<b>FTE</b>	<b>RAG - amber</b>
Virtual School	Consultant reporting to Jane Wood/Kitty Ferris; other posts within Placement and Resources Service	TBC	
Performance management	Joseph Holmes Assistant Director Finance & Audit	1	
SEN Assessment Team	DCS	TBC	Amber/Green
<b>Service Area</b>	<b>Area and Assistant Director</b>	<b>FTE</b>	<b>RAG - red</b>
Education functions (including school places, education client function and out-sourced provider of school support and related services)	DCS	N/A	
Troubled Families	Kitty Ferris		
Strategic commissioning for children's services	DCS		
Youth Services	Andrew Stevens Assistant Director, Community and Skills with reporting line to DWB		

### Notes \*

- 1) These figures are based on budgeted establishment as at December 2014.
- 2) Heads of Service are included in the service areas KF and her MSO are included in Admin and Business support.
- 3) Safeguarding /QA – doesn't include LSCB posts which are partnership funded.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee      **DATE:** 9<sup>th</sup> July 2015

**CONTACT OFFICER:** Dave Gordon  
Scrutiny Officer

**(For all Enquiries)** (01753) 875411

**WARD(S):** All

**PART I**  
**FOR DECISION****THE FIVE YEAR PLAN – FUTURE APPROACH OF SCRUTINY****1. Purpose of Report**

The Overview and Scrutiny Committee is requested to consider the overall structure of the Five Year Plan and decide the most suitable approach to its scrutiny. The options open are:

- Scrutinise the Five Year Plan using a general overview of all aspects.
- Scrutinise the Five Year Plan, with the Overview and Scrutiny Committee taking reports on each outcome on a rotational basis.
- Scrutinise the Five Year Plan, with outcomes delegated to scrutiny panels as appropriate.

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

The Overview and Scrutiny Committee is requested to resolve that the following approach is taken:

- a) That the Overview and Scrutiny Committee retains the responsibility for scrutinising the themes 'Changing, Retaining and Growing' and 'Using Resources Wisely'.
- b) That the theme 'Enabling and Preventing' is sub-divided and delegated as follows:
  - Slough will be one of the safest places to live in the Thames Valley – Neighbourhoods and Community Services Scrutiny Panel.
  - Children and young people in Slough will be healthy, resilient and have positive life choices – Education and Children's Services Scrutiny Panel.
  - More people will take responsibility and manage their own health, care and support needs – Health Scrutiny Panel.
- c) That the schedule for scrutinising these themes discussed in section 5.8 (namely, Overview and Scrutiny Committee to look at each of its two themes once every six months, the Panels to do likewise for their outcomes) be adopted.

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

#### 3.1 **Slough Joint Wellbeing Strategy Priorities**

The five year plan relates to all aspects of the Slough Joint Wellbeing Strategy's (SJWS) priorities and cross-cutting themes as set out below.

Priorities:

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

Cross-Cutting themes:

- Civic responsibility
- Improving the image of the town

The SJWS is due to be refreshed this year and the review will be carried out in the light of the direction of the five year plan.

The five year plan has been developed using the evidence base of the JSNA and the Slough Story.

#### 3.2 **Five Year Plan Outcomes**

The outcomes are:

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- The centre of Slough will be vibrant, providing business, living, and cultural opportunities
- Slough will be one of the safest places in the Thames Valley
- More people will take responsibility and manage their own health, care and support needs
- Children and young people in Slough will be healthy, resilient and have positive life chances
- The Council's income and the value of its assets will be maximised
- The Council will be a leading digital transformation organisation

### 4. **Other Implications**

#### (a) **Financial**

The five year plan will be used to determine the Council's spending priorities from 2016/17. This process will start during 2015/16 including by identifying in year savings.

(b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal		
Property		
Human Rights		
Health and Safety		
Employment Issues		
Equalities Issues		
Community Support		
Communications		
Community Safety		
Financial		The plan will provide a mechanism to make budget decisions from 2016/17.
Timetable for delivery		
Project Capacity		
Other		

(c) Human Rights Act and Other Legal Implications

There are no direct legal implications. The specific activity in the plan and outcome plans may have legal implications which will be considered when required. There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

Equality Impact Assessments will be prepared for specific actions within the plan when required.

5. Supporting Information

5.1 Slough Borough Council's Five Year Plan (attached as Appendix A) contains three themes. Each of these areas has outcomes, structured as follows:

- **Changing, retaining and growing**
  - Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
  - There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough
  - The centre of Slough will be vibrant, providing business, living, and cultural opportunities
- **Enabling and preventing**
  - Slough will be one of the safest places in the Thames Valley
  - More people will take responsibility and manage their own health, care and support needs
  - Children and young people in Slough will be healthy, resilient and have positive life chances

- **Using resources wisely**
    - The Council's income and the value of its assets will be maximised
    - The Council will be a leading digital transformation organisation
- 5.2 At the last meeting of the Overview and Scrutiny Committee, members indicated that the first approach mentioned in section 1 of this report (a general overview) would not be effective. Instead, a more in depth appraisal of each of the eight outcomes would be needed.
- 5.3 As a result, the Scrutiny Officer was charged with producing proposals which would allow for greater input from scrutiny. An approach involving the subdivision of all eight outcomes as separate areas has the potential to mean that, even if it became a standing item on the Overview and Scrutiny Committee agenda, ensuring that all matters were covered on an annual basis could prove problematic. This would particularly be the case if no outcomes were sub-delegated to the three Scrutiny Panels.
- 5.4 However, given its role as the Committee which provides a corporate overview, it would still seem logical to ensure that the majority of work on the matter is undertaken by the Overview and Scrutiny Committee. The proposed approach would be for the Committee to retain the areas of 'Changing, Retaining and Growing' and 'Using Resources Wisely'.
- 5.5 The justification for this would be that 'Changing, Retaining and Growing' has some similarities with the existing work of the Committee. Given the fact that, in 2014 / 15, the Committee discussed the Council's plans for regeneration, including both housing and methods of attracting business to the area, the three outcomes under this theme would seem a logical progression in the Committee's responsibilities.
- 5.6 The other theme recommended to be assessed by the Committee ('Using Resources Wisely') is a very close fit to the existing responsibilities. The Committee oversees scrutiny of the Annual Budget as well as other audit responsibilities, ensuring that the financial nature of this theme would be highly suitable for the Committee.
- 5.7 To ensure that the workload is spread in as relevant and efficient a manner as possible, the remaining theme ('Enabling and Preventing') logically divides its outcomes between the three Scrutiny Panels. As one pertains to health, one to children and young people and the final one to community safety, it is proposed that these are delegated as outlined in the recommendation.
- 5.8 To ensure that the Five Year Plan is subject to thorough and regular scrutiny, it is also proposed that the following timetable is adopted for the evaluation of outcomes:
- The Overview and Scrutiny Committee should discuss each of the themes it is recommended to take on once every six months. These should also be spaced in the work programme so that an item on the Five Year Plan is taken roughly every three months: for example, Changing, Retaining and Growing in October and April, Using Resources Wisely in July and January.
  - The three Scrutiny Panels to take their outcomes once every six months on their work programmes.

The officers to represent Slough Borough Council at these meetings should vary as appropriate to the exact focus of the agenda item.

- 5.9 The Overview and Scrutiny Committee and the three Scrutiny Panels will remain at liberty to request that any particular theme or matter of concern can be brought back as soon as is practicable or necessary. However, it is proposed that the structure laid out in sections 5.4 – 5.8 is adopted as the overall structure for the process.

6. **Comments of Other Committees**

This matter has not yet been discussed by the three Scrutiny Panels mentioned in this report.

7. **Conclusion**

The proposals should help bolster the Overview and Scrutiny's Committee as the body responsible for corporate oversight whilst also using the expertise of the Scrutiny Panels. In addition, given the relatively light workload being imposed on them as a result of these proposals, it should be anticipated that the adoption of this structure will not over burden them or obstruct their other business.

8. **Appendices Attached**

'A' - Slough Borough Council Five Year Plan 2015 - 2019

'B' - Extract from Slough Borough Council's Constitution:  
Article 6 Overview and Scrutiny

9. **Background Papers**

'1' - Minutes of the Overview and Scrutiny Committee meeting,  
9<sup>th</sup> April 2015.

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# Five Year Plan 2015-2019

Growing a place of opportunity and ambition

## Our ambition

By 2019 we want Slough to be:

- A place where people can make good choices about where to live and work and where children can grow up to achieve their full potential
- One of the most attractive places to do business in the country, with excellent communications, business accommodation and a skilled, and available workforce

## Our challenges and opportunities

We have reviewed the evidence about the people and place of Slough and have identified the following opportunities and challenges facing the town:

- A young, growing and dynamic population
- An unhealthy population, inequality in healthy lives
- A critical need for housing and improved places to live
- Importance of continuing growth of the healthy economy of the town
- Community safety and safeguarding our most vulnerable residents
- Improving the identity and vibrancy of the centre of the town

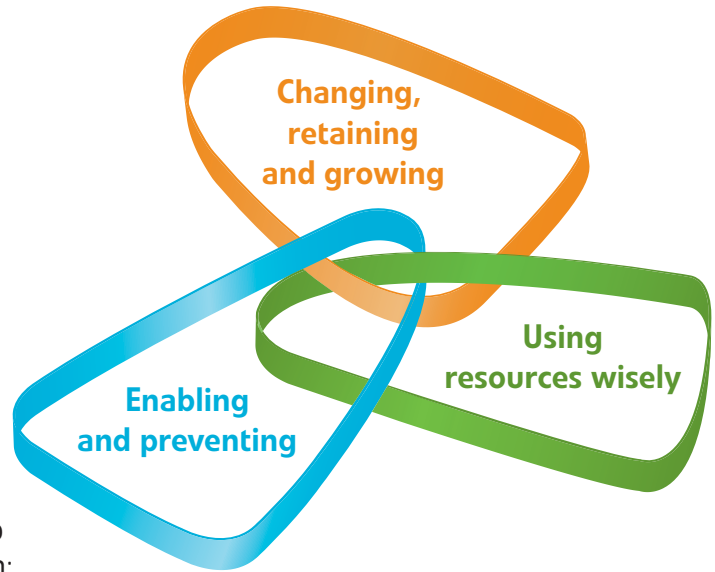
## Role of the council

Slough Borough Council will meet these challenges and opportunities by:

- Demonstrating community leadership
- Shaping and managing the changing place
- Supporting the most vulnerable
- Enabling people to help themselves

## Our approach

We have grouped our response to Slough's opportunities and challenges in three themes - shown below. We will focus our activity on the first two themes and the actions required to achieve the stated outcomes. **Resources will primarily be allocated to achieve these outcomes.** Resource allocation will be evidence based - there will need to be a demonstrable, evidenced link between the outcome and the key action.



## Our outcomes

The following outcomes will shape the work of the council to respond to the opportunities and challenges facing the town:

### Changing, retaining and growing

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
- There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- The centre of Slough will be vibrant, providing business, living, and cultural opportunities

### Enabling and preventing

- Slough will be one of the safest places in the Thames Valley
- More people will take responsibility and manage their own health, care and support needs
- Children and young people in Slough will be healthy, resilient and have positive life chances

### Using resources wisely

- The council's income and the value of its assets will be maximised
- The council will be a leading digital transformation organisation

## How we will deliver our outcomes

- By working with local people and helping them to do more for themselves
- By working with a range of partners in the public, private and voluntary sectors.
- Through our staff by recruiting, retaining and developing a skilled workforce
- We will consider the needs of businesses in everything we do

## How the five year plan will be used

- To drive the decisions made in the medium and long term financial strategy
- To focus on delivery of outcomes by prioritising reducing resources
- As a basis on which to have discussions with partners about the services they provide
- To develop a performance framework to which services and staff will be held accountable

## Outcome plans

Each of our outcomes will be delivered through key actions delivered by the council in partnership with a range of organisations and the community. The following pages show a summary of those actions. The detail of delivery, including performance measures, is set out in individual plans for each outcome.

Our outcomes - by 2019	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	Success measures
<b>Changing, retaining and growing</b>			
<p>1. Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay</p>	<ol style="list-style-type: none"> <li>1. Establish a business inward investment and retention function</li> <li>2. Ensure a fit for business transport infrastructure</li> <li>3. Enable partners to support residents to develop skills to meet local employers' needs</li> <li>4. Develop planning policies which deliver more high value business properties to meet modern needs</li> <li>5. Agree a coordinated plan to prepare for the impact of Crossrail and Western Rail Access to Heathrow</li> <li>6. Develop a more mutually-beneficial relationship with Heathrow Airport</li> <li>7. Ensure that the gateways to the town, prominent places and green spaces are clean and well-maintained</li> </ol>	<ul style="list-style-type: none"> <li>• Public and private transport providers</li> <li>• SEGRO</li> <li>• Thames Valley Berkshire Local Enterprise Partnership</li> <li>• Slough Aspire</li> <li>• East Berkshire College</li> <li>• Key landlords, developers and commercial property agents</li> <li>• Heathrow Airport Limited</li> <li>• Slough Regeneration Partnership</li> <li>• Secondary schools</li> </ul>	<ul style="list-style-type: none"> <li>• Business rate income grows 1% per annum over the period of the medium term financial strategy (2015-19)</li> </ul>

<p><b>2. There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough</b></p>	<ol style="list-style-type: none"> <li>1. Higher quality private sector housing will be a valued housing option and will reduce long term health problems</li> <li>2. Make best use of existing housing stock</li> <li>3. Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need</li> <li>4. Make better use of land including using opportunities for new high quality, family and high density residential developments through the Local Plan</li> <li>5. Prevent homelessness where possible through early intervention and using a range of housing options</li> </ol>	<ul style="list-style-type: none"> <li>• Private rented sector landlords</li> <li>• Private sector developers</li> <li>• Registered Providers</li> <li>• Slough Regeneration Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in council tax base (1.5% pa) and new homes bonus</li> <li>• An average of 550 new homes will be built per year compared to the current target of 315</li> </ul>
<p><b>3. The centre of Slough will be vibrant, providing business, living and cultural opportunities</b></p>	<ol style="list-style-type: none"> <li>1. Define and establish the centre of the town as a destination</li> <li>2. Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space</li> <li>3. Understand through consultation and intelligence the current and future retail and business needs and expectations of the High Street</li> <li>4. Cultivate a vibrant town centre</li> <li>5. Expand the evening economy</li> <li>6. Deliver a One Public Estate Strategy</li> <li>7. Ensure the Curve continues to be operationally successful</li> <li>8. 'Slough the place of innovation'</li> </ol>	<ul style="list-style-type: none"> <li>• Retailers</li> <li>• Developers</li> <li>• Land owners</li> <li>• Slough CCG</li> <li>• Public sector partners</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in town centre business rate income</li> </ul>

Our outcomes - by 2019	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	Success measures
<b>Enabling and preventing</b>			
<p>4. <b>Slough will be one of the safest places in the Thames Valley</b></p>	<ol style="list-style-type: none"> <li>1. Build on success in making Slough safer</li> <li>2. Build on success in tackling anti-social behaviour</li> <li>3. Deliver the council's community cohesion strategy</li> </ol>	<ul style="list-style-type: none"> <li>• Members of the Safer Slough Partnership</li> <li>• Schools</li> <li>• Community organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Total crime per 1000 is in the top quartile of the similar group of local authorities</li> </ul>
<p>5. <b>Children and young people in Slough will be healthy, resilient and have positive life chances</b></p>	<ol style="list-style-type: none"> <li>1. Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible</li> <li>2. Be one of the best providers of children's social care in the country, providing timely, purposeful support that brings safe, lasting and positive change</li> <li>3. Ensure vulnerable children and young people are safe and feel safe</li> <li>4. Ensure children and young people are emotionally and physically healthy</li> <li>5. Ensure children and young people enjoy life and learning so that they are confident about the future and aspire to achieve to their individual potential</li> <li>6. Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood</li> <li>7. Secure sufficient school age places to meet the needs of Slough residents</li> </ol>	<ul style="list-style-type: none"> <li>• The new Children's Services Organisation</li> <li>• Members of the Children and Young People's Partnership</li> <li>• The Local Children's Safeguarding Board</li> <li>• Schools</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of a 'good' children's service</li> <li>• Reduction in children's referrals</li> </ul>

**6. More people will take responsibility and manage their own health, care and support needs**

1. Encourage all residents to manage and improve their health
2. Target those individuals most at risk of poor health and wellbeing outcomes to become more active, more often
3. Develop preventative approaches to ensure that vulnerable people become more able to support themselves
4. Build capacity within the community and voluntary sector to enable a focus on supporting more people to manage their own care needs
5. Put in place new models of social care for adults where direct payments will be the norm
6. Develop existing safeguarding arrangements to ensure people are at the centre of the safeguarding process and are supported to manage any risks

- Social care providers
- Voluntary and community organisations
- Slough CCG
- Thames Valley Police
- Probation Service
- Leisure provider and sports' agencies
- Slough Safeguarding Adults Board

- Reduction in the average spend per head of population (adult social care users)
- Reduction in total spend on adult social care from 2014 base
- Reduction of the total number of people supported by adult social care and the council



Our outcomes - by 2019	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	Success measures
<b>Using resources wisely</b>			
<p><b>7. The council's income and the value of its assets will be maximised</b></p>	<ol style="list-style-type: none"> <li>1. Increase the collection rates of Council Tax and Business Rates</li> <li>2. Maximise the use of its capital resources to increase revenue savings and make the capital strategy affordable</li> <li>3. Remove subsidies where appropriate and maximise revenue from fees and charges</li> <li>4. Maximise income from investment properties</li> <li>5. Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership and other delivery options</li> <li>6. Rationalise the operational property estate, through disposals and shared use</li> <li>7. Maximise savings from procurement, commissioning and contract management</li> <li>8. Ensure that a revolutionised approach to household waste collection is in place</li> </ol>	<ul style="list-style-type: none"> <li>• Arvato</li> <li>• Slough Regeneration Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• An overall Council Tax collection rate of at least 98.4% by 2016-17</li> <li>• An in year Business Rate collection of at least 97% by 2016-17</li> <li>• All SBC funded capital schemes to have a revenue break-even of 10 years</li> <li>• Fees and charges will rise by at least inflation over the life of the MTFS</li> <li>• Generate £8m of additional capital receipts by 2019</li> <li>• 30% reduction in net property/assets running costs</li> <li>• All schools and highways capital spend to be contained within the respective capital grants</li> <li>• Reduce costs of waste collection service and increase income from recycling and commercial waste</li> </ul>

**8. The council will be a leading digital transformation organisation**

1. Use technology to redefine the way customers contact the council
2. Streamline customer journeys to deliver savings
3. Invest in technology to enable staff to work smartly wherever they are located

• Arvato

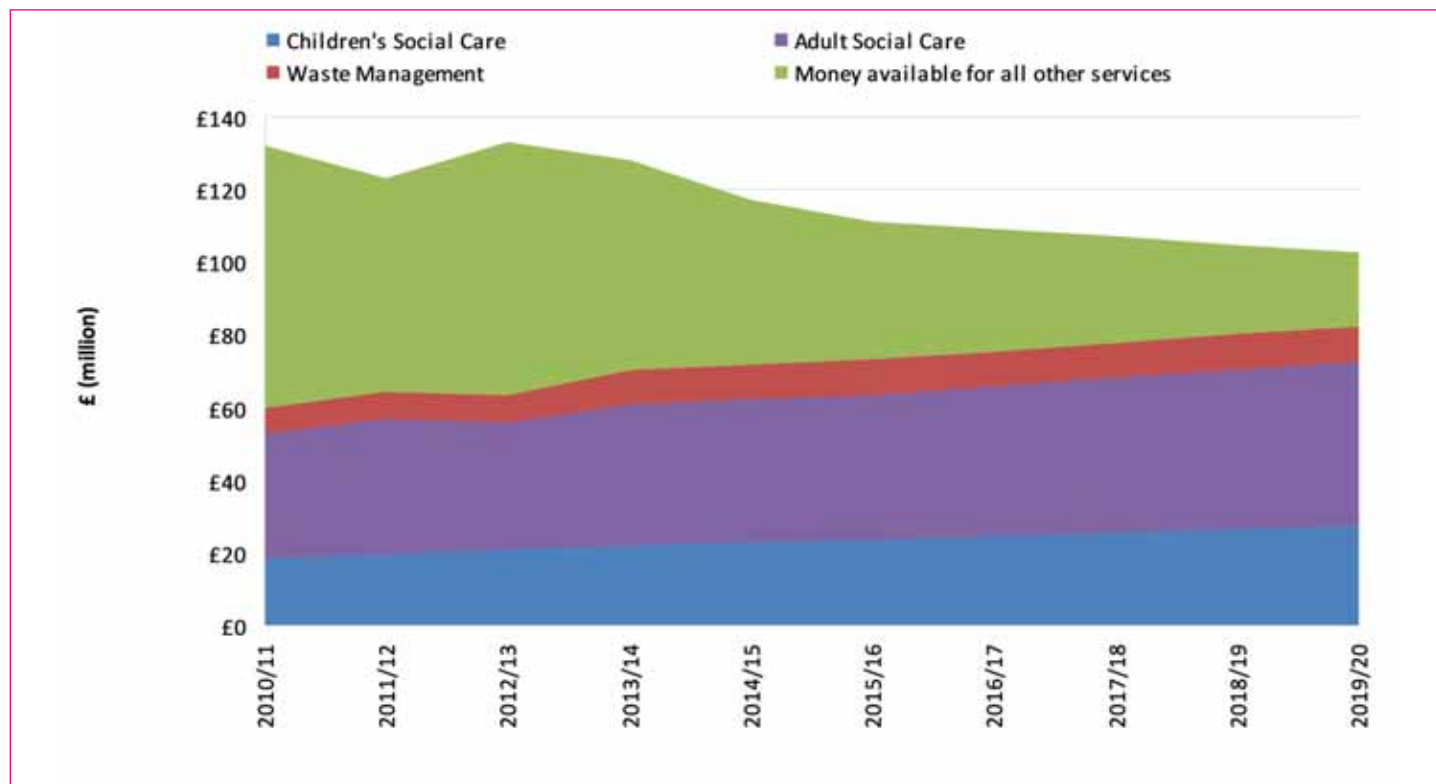
- 80% of all transactions completed online
- Paying the council online will be the prime method of payment for most services (direct debit for Council Tax etc.)
- Council Tax and Business Rates direct debit payments of 60%
- 30% reduction in comparative contract expenditure

**Note:** a number of the key actions will contribute to delivering more than one outcome

## The budget profile

If the council continues on the current budgetary trajectory, the relative size of the council's budget will look like the below. The Five Year Plan will help to shape the council's budget to avoid the default position and shape its future resources around the key outcomes it wishes to achieve.

We are facing some significant financial challenges during the five year plan period. With large reductions in government funding, we are becoming increasingly reliant on Council Tax and Business Rates income to provide services. We will also see some challenges to service expenditure, especially with increasing demand for many of our services from our rapidly growing population, as well as some major government reforms to the funding of adult social care and welfare reforms such as universal credit.



## Five Year Plan 2015-2019

## **ARTICLE 6 – OVERVIEW AND SCRUTINY**

- 1) The Council will appoint an Overview and Scrutiny Committee and Panels as shown in the table below to discharge the functions conferred by Section 21 of the Local Government Act 2000 and regulations made thereunder.

<b>Committee/Sub Committee</b>	<b>Scope</b>
Overview and Scrutiny Committee	<ul style="list-style-type: none"> <li>• All Overview and Scrutiny functions on behalf of the Council.</li> <li>• The co-ordination of the Overview and Scrutiny work plan including the allocation of issues to Scrutiny Panels.</li> <li>• Consideration of the details of the Executive’s Forward Plan.</li> </ul>
<p>Panels:</p> <ul style="list-style-type: none"> <li>• Health</li> <li>• Education and Children’s Services</li> <li>• Neighbourhood and Community Services</li> </ul>	<p>Each Scrutiny Panel shall be responsible for:</p> <ul style="list-style-type: none"> <li>• Scrutiny of functions falling within the scope of the Cabinet portfolios allocated to them and any non-executive functions or matters associated with those portfolio functions.</li> <li>• Matters within its area of responsibility which have been: <ul style="list-style-type: none"> <li>• Referred to it by the Council or Overview and Scrutiny Committee.</li> <li>• Referred to it by the Overview and Scrutiny Committee on the receipt of a Councillor call-in.</li> <li>• Agreed by the Panel for inclusion in its agenda plan or work programme.</li> </ul> </li> </ul> <p>Each Panel shall make recommendations or reports to the Overview and Scrutiny Committee, Cabinet, other Committee or Council as appropriate.</p>

## **General Role**

- 2) Within its terms of reference, the Overview and Scrutiny Committee will:
  - I. Review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions;
  - II. Make reports and/or recommendations to the full Council and/or the Executive and/or any other Committee in connection with the discharge of any functions;
  - III. Consider any matter affecting the Borough or its inhabitants; and
  - IV. Review decisions made but not yet implemented by the Executive and any other Committee, where these have been called in.
- 3) The Committee (and its Panels) will meet in public unless confidential or exempt information is being considered.

## **Specific Functions**

- 4) Policy Development and Review - The Overview and Scrutiny Committee may:
  - I. Assist the Council and the Executive in the development of its budget and policy framework by in-depth analysis of policy issues;
  - II. Conduct research, community and other consultation in the analysis of policy issues and possible options;
  - III. Consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
  - IV. Question Members of the Executive, other Committees and Directors about their views on issues and proposals affecting the area; and
  - V. Liaise with other external organisations operating in the area whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

## **Audit Functions**

- 5) The Overview and Scrutiny Committee shall receive, on an exception basis, information from the Audit and Risk Committee through the Performance Report. In particular the following information will be provided:
  - Reports on abnormal issues arising from audit recommendations including poor performance by directorates in implementing agreed recommendations within planned timescales.

- Special audit investigation reports.
- Head of Internal Audit & Risk Management's annual report.
- External Audit Management Letters and other reports

### **Scrutiny Functions**

- 6) The Overview and Scrutiny Committee shall:
- I. 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;
  - II. Review and scrutinise the performance of the Council in relation to its policy objectives, performance targets, data quality and/or particular service areas;
  - III. 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;
  - IV. Make recommendations to the Executive and/or appropriate Committee and / or Council arising from the outcome of the scrutiny process;
  - V. 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
  - VI. Question and gather evidence from any person (with their consent).

### **Annual Report**

- 7) Annual Report. The Overview and Scrutiny Committee must report annually to the full Council on future work programmes and amended working methods if appropriate.

### **Proceedings of Overview and Scrutiny Committee**

- 8) The Overview and Scrutiny Committee will conduct its proceedings in accordance with the Overview and Scrutiny Procedure rules set out in part 4 of this Constitution.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview & Scrutiny Committee

**DATE:** 9<sup>th</sup> July 2015

**CONTACT OFFICER:** Dave Gordon – Scrutiny Officer  
**(For all Enquiries)** (01753) 875411

**WARDS:** All

**PART I**  
**FOR INFORMATION****TOWN CENTRE CAR PARKING TASK & FINISH GROUP – DECISIONS BY CABINET****1 Purpose of Report**

To update the Overview and Scrutiny Committee on the decisions taken by Cabinet regarding this Task & Finish Group's recommendations.

**2. Recommendations/Proposed Action**

That the Committee note the decisions.

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

3.1 The Council's decision-making and the effective scrutiny of it underpins the delivery of all the Joint Slough Wellbeing Strategy priorities. The Overview & Scrutiny Committee and the Scrutiny Panels combine to meet the local authority's statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.

3.2 The work of the Overview and Scrutiny Committee reflects all the priorities of the Five Year Plan, namely:

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- The centre of Slough will be vibrant, providing business, living, and cultural opportunities
- Slough will be one of the safest places in the Thames Valley
- More people will take responsibility and manage their own health, care and support needs
- Children and young people in Slough will be healthy, resilient and have positive life chances
- The Council's income and the value of its assets will be maximised
- The Council will be a leading digital transformation organisation

#### 4. **Supporting Information**

4.1 The Town Centre Car Parking Task & Finish Group's recommendations were considered at the Cabinet meeting on 22<sup>nd</sup> June 2015. The decisions taken by Cabinet are noted below in sections 4.2 – 4.5.

4.2 The following recommendations were approved:

##### **Recommendation 4**

That land adoption be used to increase SBC's control of parking (e.g Kittiwake House, the area in Mill Street outside Foundry Court).

##### **Recommendation 8**

That the size of loading and unloading bays be reviewed to facilitate their use by larger vehicles.

4.3 The following recommendations would be taken forward as part of the review of the Local Plan:

##### **Recommendation 1**

That the current policy of zero parking be reviewed, with a future ratio to be specified subject to further research by Slough Borough Council (SBC) and justification.

##### **Recommendation 5**

That the current limit of 5,000 parking spaces be reviewed, using the justification for at the time of its creation and variations in the situation since this time (e.g. parking at Tesco's, Crossrail) to reappraise the figure.

4.4 For the following recommendations, Cabinet noted the responses and actions of Slough Borough Council's officers:

##### **Recommendation 2**

That the potential hire of, or use of parking permits with time restrictions in neighbouring parking facilities (e.g. Tesco car park) be researched;

##### Officers' responses and actions

There are already opportunities for residents/businesses to purchase permits from the Queensmere / Observatory shopping centres and also the Council for parking in the respective car parks this has not been taken up. It is recognised that Tesco could be utilised but there is no evidence that residents would prefer to park in an open and unsecure car park. However, we are able to provide overnight permits to residents who are interested in using the Town Centre car parks.

##### **Recommendation 3**

That the time restrictions on areas with single yellow lines be reduced to 6pm in suitable areas (subject to research by SBC)

#### Officers' responses and actions

These locations can be reviewed on a street by street basis. Locations that contain single yellow lines where parking would be obstructive and dangerous if parked on outside of the enforceable hours should be upgraded to double yellow lines (single yellow lines more than likely used historically). Locations where single yellow lines are used to combat a commuter parking problem can be reviewed on a street by street basis and the timings can be reviewed to increase parking capacity.

#### **Recommendation 7**

That the potential expansion of car parking facilities at Slough railway station be investigated

#### Officers' responses and actions

It is recognised that there may be a need for more car parking at the railway station when Crossrail and WRAtH come in. This could be provided on a stand alone basis or in conjunction with the development of adjacent sites.

- 4.5 For the following recommendations, no further immediate action would be taken:

#### **Recommendation 6**

That the parking at Slough railway station be removed from SBC's allocation of parking spaces.

#### **Recommendation 9**

That further research be conducted into the continuation of free parking after 3pm, or cheaper parking through the use of a 'Slough Card', with a view to a potential increase in high street trade.

#### 5. **Conclusion**

This report is intended to inform the Overview and Scrutiny Committee as to the decisions taken with reference to the Town Centre Task & Finish Group.

#### 6. **Appendices Attached**

None.

#### 7. **Background Papers**

Agenda papers for Cabinet, 22<sup>nd</sup> June 2015.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 9<sup>th</sup> July 2015

**CONTACT OFFICER:** Dave Gordon – Scrutiny Officer  
**(For all Enquiries)** (01753) 875411

**WARDS:** All

**PART I**  
**TO NOTE****OVERVIEW AND SCRUTINY COMMITTEE 2015/16 WORK PROGRAMME****1. Purpose of Report**

For the Overview and Services Committee (OSC) to discuss its current work programme.

**2. Recommendations/Proposed Action**

That the OSC note the current work programme for the 2015/16 municipal year.

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

3.1 The Council's decision-making and the effective scrutiny of it underpins the delivery of all the Joint Slough Wellbeing Strategy priorities. The OSC, along with the four Scrutiny Panels combine to meet the local authority's statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.

3.2 The work of the OSC also reflects the priorities of the Five Year Plan, as follows:

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- The centre of Slough will be vibrant, providing business, living, and cultural opportunities
- Slough will be one of the safest places in the Thames Valley
- More people will take responsibility and manage their own health, care and support needs
- Children and young people in Slough will be healthy, resilient and have positive life chances
- The Council's income and the value of its assets will be maximised
- The Council will be a leading digital transformation organisation

4. **Supporting Information**

- 4.1 The current work programme is based on the discussions of the OSC at previous meetings, looking at requests for consideration of issues from officers and issues that have been brought to the attention of Members outside of the OSC's meetings.
- 4.2 The work programme is a flexible document which will be continually open to review throughout the municipal year.

5. **Conclusion**

This report is intended to provide the OSC with the opportunity to review its upcoming work programme and make any amendments it feels are required.

6. **Appendices Attached**

A - Work Programme for 2015/16 Municipal Year

7. **Background Papers**

None.

**OVERVIEW AND SCRUTINY COMMITTEE**  
**WORK PROGRAMME 2015/2016**

Meeting Date
<b>Thursday 10 September 2015</b>
<ul style="list-style-type: none"> <li>• Financial and performance report – quarter 1</li> <li>• Abandoned vehicles</li> <li>• Casework – Task &amp; Finish Group terms of reference</li> <li>• Leisure strategy – possible?</li> </ul>
<b>Thursday 12 November 2015</b>
<ul style="list-style-type: none"> <li>• Financial and performance report – quarter 2</li> </ul>
<b>Tuesday 12 January 2016</b>
<ul style="list-style-type: none"> <li>• arvato – 6 month update</li> </ul>
<b>Thursday 4 February 2016</b>
<ul style="list-style-type: none"> <li>• Financial and performance report – quarter 3</li> <li>• Budget</li> </ul>
<b>Thursday 3 March 2016</b>
<b>Thursday 7 April 2016</b>
<ul style="list-style-type: none"> <li>• For approval – Scrutiny Annual Report</li> </ul>

**Currently Un-programmed:**

Issue	Directorate	Date
<u>High density housing</u>	CCS	
<u>Five Year Plan</u>		Depends on Committee's decision on approach

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**MEMBERS' ATTENDANCE RECORD 2015/16**  
**OVERVIEW AND SCRUTINY COMMITTEE**

<b>COUNCILLOR</b>	<b>17/06/15</b>	<b>09/07/15</b>	<b>10/09/15</b>	<b>12/11/15</b>	<b>12/01/16</b>	<b>04/02/16</b>	<b>03/03/16</b>	<b>07/04/16</b>
Ajaib	P							
Bains	P							
Bal	P							
N Holledge	Ap							
Malik	P							
Nazir	P							
Rana	P							
Strutton	P							
Usmani	P							

P = Present for whole meeting  
 Ap = Apologies given

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

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