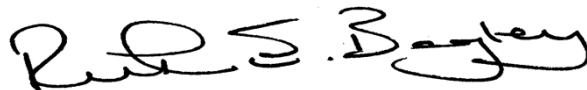


Date of issue: Wednesday, 4 November 2015

MEETING	OVERVIEW & SCRUTINY COMMITTEE (Councillors Nazir (Chair), Strutton (Vice-Chair), Ajaib, Bains, Bal, N Holledge, Malik, Rana and Usmani)
DATE AND TIME:	THURSDAY, 12TH NOVEMBER, 2015 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</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
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Apologies for absence.

CONSTITUTIONAL MATTERS

1. Declaration 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



AGENDA
ITEM

REPORT TITLE

PAGE

WARD

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 10th September 2015 | 1 - 8 | |
|----|---|-------|--|

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. | Children's Services Trust: Governance Arrangements | 9 - 16 | All |
| 5. | Financial and Performance Report Quarter 2 (TO FOLLOW) | - | All |
| 6. | Five Year Plan: Changing, Retaining and Growing | 17 - 30 | All |

MATTERS FOR INFORMATION

- | | | | |
|----|--|---------|-----|
| 7. | Forward Work Programme | 31 - 34 | All |
| 8. | Attendance Record | 35 - 36 | - |
| 9. | Date of Next Meeting - 12 January 2016 | - | - |

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.



Overview & Scrutiny Committee – Meeting held on Thursday, 10th September, 2015.

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

Also present under Rule 30:- Councillors Coad, Dar, M.Holledge, Morris, Munawar, Smith, Swindlehurst and Wright

Apologies for Absence:- Councillor Bal

PART I

17. Declarations of Interest

Agenda Item 4 - Call In: Burnham Train Station and Road Network Improvements. Councillor Strutton declared that as he had requested that the Significant Officer Decision be referred to Committee for consideration, he would not participate in the Committee discussion or vote on the matter. However, Councillor Strutton remained in the meeting and addressed the Committee, prior to the Committee debate on the issue.

18. Minutes of the Last Meeting held on 9th July 2015

Resolved – That the minutes of the last meeting held on 9th July 2015 be approved as a correct record.

19. Member Questions

None were received.

20. Significant Officer Decision Call In - Burnham Train Station and Road Network Improvements

Mr DeCruz, Acting Head of Transport, reminded the Committee that a Member Call In had been received from Councillors Strutton, Chahal, Morris and Smith, regarding an Officer Significant Decision relating to Burnham Train Station and Road Network Improvements.

Burnham station is located between Burnham Lane and Station Road and the area was subject to considerable congestion in the morning and afternoon peaks due to not only the number of schools in the area, but also the commuter traffic from South Bucks heading for the station, trading estate and M4. Traffic had steadily increased over the past decade and as a consequence has resulted in the peak time delays starting sooner and ending later leading, now, to congestion being present for large parts of the day.

Following the assessment of a wide range of options, the scheme involved the closure of Station Road, Burnham under an experimental traffic regulation

Overview & Scrutiny Committee - 10.09.15

order along with a range of other traffic measures as part of a scheme to improve Burnham Station ahead of the arrival of Crossrail services.

The Committee were informed that the Council had submitted in November 2014, two bids as part of the Local Growth Fund 2 (LGF2) to the LEP for improvements to Burnham Station and Langley Station. These bids focussed on improving accessibility to the stations (including the road layout) and constructing new buildings on the station forecourt. It was noted that the successful bids had secured approximately £2m to deliver the improvements in and around Burnham Station.

Referring to the details contained within the Call In, specifically that “due diligence” had not taken place, it was explained that the following work was undertaken before the recommendation was signed off:

- Modelling assessment on 12 different scenarios;
- Widening the scheme limits as a result of the assessment to capture Huntercombe Lane North, Burnham Lane, and Dover Road;
- Consultation with the statutory stakeholders i.e. emergency services and bus operators;
- Alterations to the traffic signals to mitigate against congestion;
- Air Quality impact reviewed;
- Briefing ward and lead Members

Councillor Strutton, one of the signatories to the Call-in, addressed the meeting to explain his concerns about the proposed closure which included the lack of prior consultation; failure to take into account the impacts on home care visits and on other health and education provision; the difficulties caused by previous closures of the bridge due to adverse weather and repairs; flood risks; and the fact improvements to the Five Points junction would not take place until or unless a permanent scheme was introduced.

Councillor Strutton informed the Committee that a petition containing over 5,000 signatures, opposing the proposed scheme, had been submitted to the Council; and that this would be debated at a meeting of full Council on 22 September.

In conclusion, Councillor Strutton reiterated that proceeding with the decision to close Station Road would have a significant detrimental impact on both local residents and businesses in the area.

With respect to social care provision, Members were informed that Officers were liaising with the social care teams and would assist where necessary in minimising the impact on those who are affected. It was anticipated that some re-routing will be needed as part of a closure or a northbound option therefore dialogue would continue throughout the experimental period.

Overview & Scrutiny Committee - 10.09.15

A number of local residents, including the Chairman of Burnham Parish Council, were given the opportunity to address the Committee and raised the following points:

- Option 4 - closure of Station Road – was not the Officers preferred Scheme.
- Difficulty in accessing residential properties.
- The proposed scheme would increase traffic congestion in the area and what measures, if any, would be taken to address the anticipated increase in traffic on other routes.
- Lack of transparency by the Council as no consultation had taken place with residents or affected businesses.
- How the effectiveness of the scheme would be monitored to assess the traffic impacts of the scheme?
- What guarantees were in place to ensure that the scheme would be reversed if unsuccessful?

Councillors Munawar and Swindlehurst, Commissioners with portfolio responsibility for the scheme, responded to the comments raised. In relation to the recommendation to trial a one way system, it was highlighted that the benefits of the wider redevelopment of the station could not be achieved by adopting this option as it would not release the land required for development and closure would therefore have to be trialled at a later stage. A one way scheme would also not enable additional car parking spaces to be delivered which risked adding to parking pressures on residential streets when demand rose when Crossrail services were introduced.

It was noted that data would be collected before the experiment was introduced to establish a clear baseline and arrangements were in place to collect and monitor traffic data at appropriate locations in the locality to measure the impacts of the scheme.

Regarding the anticipated increase in traffic on surrounding routes/vicinity of the area, the Committee was informed that the experiment would not begin until both the Leigh Road and Stoke Poges Lane bridges reopened; that traffic signals at the likely diversion routes would be altered and the direction of traffic flow under the Burnham Lane bridge be reversed to allow southbound access to the A4 with a mini-roundabout at the Burnham Lane / Buckingham Avenue junction to improve access. Further measures included adjustments to bus stops and parking restrictions to assist traffic flow and avoid additional parking pressure on residential streets.

It was explained that the experimental order would also include a one way option so that if the full closure did not work after an appropriate period of the trial, the other options could be trialled. It was emphasised that the measures would be trialled as an experiment with sufficient flexibility to react depending on how the scheme worked in reality.

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Councillors Coad, Morris, Smith and Wright also addressed the Committee under Rule 30. Concern was expressed relating to the lack of consultation with residents and businesses and that the scheme would have a detrimental impact on the businesses in the vicinity. It was submitted that experimental orders were too often being used by the Council to circumvent proper consultations being carried out.

A number of points were raised in the ensuing Committee discussion, including how the decision had been made to proceed with the closure of Station Road. Mr DeCruz informed the Committee that a working group had been established, consisting of Network Rail, Crossrail, Rail for London, First Great Western and Segro to discuss the options and the outputs from the assessment and to also understand how the area including the station could be improved. The working group collectively agreed that if Station Road could be closed, then this would help realise wider benefits including regeneration of the sites surrounding the station.

A Member queried what measures would be taken should the proposed scheme result in a significant detrimental impact on residents and businesses in the area. It was explained that the scheme would be implemented as an experimental order, which allowed officers the flexibility to make changes and adapt as necessary.

Whilst it was acknowledged that there had been no prior consultation, the Committee were informed that the experimental process would be utilised as the consultation period, which would allow individuals to submit experiences and views on the real rather than perceived impacts. Consultation leaflets and information on the council webpage would also be made available to allow comments on the scheme to be made.

Clarification was sought regarding the criteria that would be used to monitor the scheme and to whom the information collated would be available to. Officers stated that various methods would be adopted to monitor the scheme, including undertaking queue length surveys and volume of traffic in the area and surrounding roads in comparison to prior to the scheme having been implemented. Members were informed that analysis of data that had been collected would be an on-going process and that this could be made available to any Member upon request on a bi-monthly basis.

Officers were asked to explain why they had made a decision to proceed with the closure of Station Road rather than opting for a one way system, as details contained within the significant officer decision highlighted that officers initial preference was for the one way system to be trialled. The Committee were informed that following discussions with SEGRO and other relevant stakeholders it was recognised that this was a potential opportunity for a regeneration of the area that would also include improvements to the train station.

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The options available to the Committee were outlined and having taken into account all the submissions made during discussion of this item, the Committee were of the view that the one way system be trialled and the effectiveness of the scheme be reported to the Committee after a three month period.

Recommended to Cabinet:

1. "That Option 1 – implementation of a one way system – as outlined in the Significant Decision (attached at Appendix A to the report), be trialled as an Experimental Order for a period of 6 months."
2. "That monitoring data regarding the effectiveness of the scheme and its impact on the road network, local residents and businesses be reported to the Overview & Scrutiny Committee after a three month period."

21. Financial and Performance Report Quarter 1

Details of the Financial and Performance Report Quarter 1 were outlined for Members consideration. The Council was forecasting an overspend of £2.803m for month 3, which was a better position compared to month 2, when a £4.4m potential overspend was reported. The main service areas showing variation from budget were Children and Families, Adult Social Care and Health Partnerships and Estates and Regeneration. Draft action plans were in place to address the overspend and it was anticipated that the overspend would be offset by corporate under spends and contained within the current financial year.

It was noted that this was the first quarter review of the Five Year Plan (5YP) Balanced Scorecard. There were 91 indicators in total across the eight main outcomes, of which the following eight indicators were rated 'red' – being more than 5% adrift of their currently defined targets.

- Business Rate debit increase each year
- Number of tenant verification site visits completed
- Prevalence of childhood 'healthy weight' at end of Primary School
- Cumulative percentage of the eligible population aged 40-74 offered an NHS Health check
- Rate of mortality from all cardiovascular diseases in persons less than 75 years per 100,000 population
- Social Isolation: percentage of adult social care users who have as much social contact as they would like
- Number of adults managing their care and support via a direct payment

An update on the Council's Gold Projects was provided. Of the eight gold projects, seven were assessed to have an overall status of 'amber' and one at 'green.' Referring to the Council's Gold Project for The Curve, further details were requested regarding the capacity of the Council and arvato's ICT support to meet deadlines and complete work on schedule, as it was showing

Overview & Scrutiny Committee - 10.09.15

as red. Officers agreed that details in relation to the project including factors for the delay in completing works and what was being undertaken to address the issue would be circulated to Committee Members.

Further details were requested regarding land ownership issues within the School Places Programme Gold Project. The Chief Executive explained that there was a shortage of school places, specifically secondary school places, and sites for schools within the Borough were very limited. Various sites were discussed by the Committee and their suitability as a school, including the site used by the former Haybrook College. It was explained that the site would be unable to accommodate a secondary school.

Members were informed that discussions were ongoing for the transition of Children's Services over to the Trust, which were anticipated to transfer from 1 October 2015. It was explained that although the service would be provided by the Trust, the Council would retain a statutory responsibility for the service and be held accountable should the Trust not perform satisfactorily. It was noted that monitoring of the Trust was vital and work was on going to develop Key Performance Indicators which would allow an effective assessment of the service.

Resolved – That details of the Financial and Performance Report Quarter 1 be noted.

22. Local Authority Partnership Purchase

Details of the Local Authority Partnership Purchase (LAPP) scheme, which would provide targeted help to potential home-buyers on a shared ownership basis and deliver a good return on the Council's financial investment, were outlined for Members consideration.

The scheme was an extension of the shared ownership model with mechanisms to overcome the negatives of current such schemes, for example LAPP allowed open market purchases and was not restricted to certain shared ownership properties. The basic model was a 70/30 percentage ownership split between the property occupier and the Council, with the Council receiving a revenue income stream and capital appreciation from its investment. It was anticipated that the scheme would both support local housing need and deliver strong returns on investment.

Whilst welcoming the principle of the scheme, the Committee were of the view that provisions be made within the scheme for prior consideration to be given to key workers and people with local connections, similar to the local eligibility criteria in the Housing Allocations Scheme. In the ensuing discussion Members also recommended that the scheme not be made available to buy to let landlords.

Resolved - That the Local Authority Partnership Purchase Scheme be noted and Cabinet be recommended to give consideration to the following points as part of the LAPP Scheme:

Overview & Scrutiny Committee - 10.09.15

- Key Workers to be given prior consideration within the Scheme
- The Scheme to exclude Landlords/Buy to Lets
- Local Eligibility Criteria to be implemented similar to that contained within the Housing Policy ie local residents for a minimum of five years.

23. Casework Task and Finish Group - Terms of Reference

Members were reminded that at its meeting in June 2015 the Committee had requested that a Task and Finish Group be established, to examine the procedure in relation to Members casework and the existing system's functionality. It was noted that the Task and Finish Group met in July 2015 to formulate its draft terms of reference, which were being presented to the Committee for approval.

A Member requested details of members of the working group and it was agreed that these would be emailed to Committee Members.

Resolved – That the Casework Task and Finish Group Terms of Reference, as attached in Appendix A of the report, be approved.

24. Abandoned Vehicles Procedure

The Committee noted details of the procedures to deal with abandoned and untaxed vehicles. A Member queried the process for obtaining information about vehicles from the DVLA. It was noted that officers were required to submit a request to the DVLA following which the relevant information would be disclosed.

Resolved - That the Abandoned Vehicles Procedure be noted.

25. Forward Work Programme

Members considered details of the Committee's work programme.

Resolved - That details of the Forward Work Programme be noted, subject to the following additions:

- Council Houses: Rents and Service Charges: 12 January 2016
- Casework Task and Finish Group: 12 January 2016

26. Attendance Record

Resolved – That details of the Members Attendance Record be noted.

Overview & Scrutiny Committee - 10.09.15

27. Date of Next Meeting - 12 November 2015

The date of the next meeting was confirmed as 12th November, 2015.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.37 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 12 November 2015

CONTACT OFFICER: Krutika Pau (Interim Director of Children's Services)
(For all enquiries) (01753) 875657

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

TRANSFER OF CHILDREN'S SOCIAL CARE SERVICES TO THE SLOUGH CHILDREN'S SERVICES TRUST – GOVERNANCE ARRANGEMENTS

1 Purpose of Report

To inform the Overview and Scrutiny Committee on the governance arrangements that have been put in place to support the transition of children's social care and SEN services to the Slough Children's Services Trust (SCST or the Trust).

2 Recommendation(s)/Proposed Action

The Overview and Scrutiny Committee is requested to:

- a) review the information provided; and
- b) consider the future role of scrutiny in supporting the Trust to deliver the council's statutory obligations and providing an outstanding children's social care service.

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

3a. Slough Joint Wellbeing Strategy Priorities

Priorities:

- Health
 - Identifying and prioritising services for vulnerable groups in the Slough population and by targeting support to meet the needs of children and young people.
- Economy and Skills
 - 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; and promoting vulnerable young people's social and emotional development alongside advances in educational achievement.
- Safer Communities
 - 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.
 - 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.

- o Carrying out the statutory role of the local authority to provide services for children in need, to safeguard them and look after children whose parents are unable to do so.

3b **Five Year Plan Outcomes**

Outcome 5: Children and young people in Slough will be healthy, resilient and have positive life chances

The establishment of the SCST 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

There are no financial implications specific to the recommendations in this report.

b) Risk Management

Risk	Mitigating action	Opportunities
<p>Legal There are a number of legal risks arising from the externalisation, including the effectiveness of governance arrangements at assuring the exercising of the council’s statutory responsibilities.</p>	<p>The Service Contract formalises the relationship with a legally binding agreement. The Contract will govern and manage the contractual relationship between the Council and the SCST.</p> <p>The Secretary of State has rights within the contract and must be consulted on fundamental changes to the SCST, and also operates as a point of escalation to resolve key issues.</p> <p>Ofsted have launched a revised inspection framework to take into account the assessment of statutory duties in council’s where a Trust arrangement has been implemented.</p>	<p>Having recently been inspected by Ofsted, the Doncaster Children’s Services Trust will provide a point of comparison and learning going forward.</p>
<p>Improved Performance The service fails to improve to the level required.</p> <p>Adequacy of metrics to</p>	<p>Criteria to measure success Has been set out in the Contract’s specifications and achieving targets for Ofsted ratings.</p>	<p>To improve the outcomes for children and young people in the borough through focused and innovative service redesign.</p>

<p>independently measure the success of the externalisation in terms of improvements to Children’s Services.</p> <p>The SCST has not had an opportunity to develop a service delivery plan and there is a risk to the Council in terms the nature of service being delivered.</p> <p>Return on Investment</p>	<p>Key Performance Indicators have been included in the contract are wide ranging to ensure the Council’s duties, both statutory and non statutory, are met.</p> <p>The DfE have supported work on adequacy of metrics by arranging support from Achieving for Children. AfC has provided effective support and guidance on the agreed performance framework.</p> <p>The DfE and the Council agreed an Ofsted rating of good in 3 years from go live and outstanding in 5 years from go live.</p>	
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c) Human Rights Act and Other Legal Implications

- The Secretary of State has exercised her powers under The Education Act 1996 in relation to the Council’s children’s services functions.
- 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.
- Through the 1st Direction, the Secretary of State directed that a separate organisation should be set up to carry out, what will be most of the Council’s Children’s social care services functions. There has been no business design or procurement exercise for the selection for the operator. The Secretary of State confirmed in the Memorandum of Understanding that the Council will not bear any risk relating to any potential breach of the Public Contract Regulations 2006.
- The 2nd Direction required the Council to enter into a legally binding contract for services with the SCST, for the SCST to deliver children’s social care functions.
- By contracting with the SCST, 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”, and therefore the Council will have limited control over how the children’s social care functions are delivered, with the process for holding the SCST to account the SCST set out in the contract.
- Although there will be no legal relationship between the Council and the DfE, it is understood the DfE will have a direct relationship with the SCST to ensure the terms of the Directions in relation to improvement to children’s services continue.

d) Equalities Impact Assessment

- The public sector equality duty is made up of a general equality duty supported by specific duties. The general equality duty is set out in section 149 of the Equality Act 2010. The general equality duty applies to organisations that exercise public functions. This will include private bodies or voluntary organisations that are carrying out public functions on behalf of a public authority. It is important to confirm that the SCST is required to adhere to the Equality Act 2010, the Public Sector Equality Duty and all related codes of practice and guidance because they will be exercising public functions.
- The Council is required to assess the impact on equality as a result of this transition. Although it is up to each public body to choose the most effective approach for doing this, the key considerations will be the type of functions being carried out and the nature of the decision-making. As a result of the Directions, the change in operational delivery of children's social care functions has arisen out of intervention and therefore the EIA carried out by the DfE is integral to the Council's assessment of impact. At the time of writing this report the Council has not received the DfE EIA into the changes to service delivery proposed by the intervention.
- At the time of writing this report the Council has not conducted an EIA.

5 Background

5.1 The process to establish the SCST was completed on the 30 September 2015, and services were successfully transferred to the new organisation on 1 October 2015.

5.2 The following services were transferred:

- Early Help
- Assessment and Children in Need
- Child Protection and Looked After Children
- Placement and Resources
- Safeguarding and Quality Assurance (including Independent Reviewing Officer Service)
- Administrative and business support within Children's Social Care
- Learning and professional development for Children's Social Care
- IT and information systems – professional support role
- Local Safeguarding Children Board functions
- Operational commissioning for children's services
- Children with Learning Difficulties and Disabilities (LDD)
- Youth Offending Team
- Virtual School
- Performance management
- SEN Assessment Team
- Troubled Families Posts that relate to the delivery of social care

6 Governance Arrangements

6.1 The local authority contract with the Trust includes agreed standards and monitoring arrangements. In addition to informal liaison, the following formal governance arrangements will be established.

Strategic Monitoring Board

6.2 The Strategic Monitoring Board will enable the Trust to report to the council on its performance of the services, and allow the council to monitor the delivery of its statutory functions in accordance with the Key Performance Indicators (KPIs) agreed within the contract (see Appendix A). The KPIs will be subject to a baselining exercise, which will be completed within three months of the commencement of the Trust, with targets then to be agreed for the start of Year 2 (1 May 2016).

6.3 The membership of the SMB will be:

Council	Trust
Lead Member for Children's Services	Chair of the Board
Director of Children's Services	Chief Executive

6.4 Additional individuals may be invited to attend these meetings, where appropriate, should an issue requiring specific knowledge may be required. These individuals, however, would not be permanent members of the Board.

Partnership Board

6.5 The Partnership Board shall provide a forum in which the 'shared enterprise' between the council and the Trust (and any relevant third parties) can be periodically reviewed and considered.

6.6 The primary purpose of this Board will be to promote liaison between the council and Trust to ensure that there is a positive exchange of information that may impact upon children's social care services.

6.7 Initially membership of the Partnership Board shall include:

Council	Trust
Director of Children's Services	Chief Executive (or other senior member of Trust's management team)
Assistant Director for Finance	Finance Director
Contract Representative	Contract Representative

6.8 Additional individuals may be invited to attend these meetings, where appropriate, should an issue requiring specific knowledge may be required. These individuals, however, would not be permanent members of the Board.

6.9 Initially the Partnership Board shall meet monthly. This will be subject to review.

Participation in the Council's democratic processes

6.10 The contract confirms the Trust's participation in the council's democratic processes through representative attendance (and where necessary reporting) at committee meetings.

6.11 The Trust's attendance at council meetings will be in support of the council's Director of Children's Services in reporting on the Trust's performance of the services to enable the council to perform its statutory role as it relates to the services.

- 6.12 From the 1 May 2016, attendance at council meetings by the Trust will be:
- Overview and Scrutiny Committee – two meetings per municipal year (6 monthly)
 - Education and Children’s Services Scrutiny Panel – one meeting per municipal year
 - Cabinet – one meeting per municipal year¹

6.13 However, it should be noted that the combination of up to four meetings per year can be altered from the combination set out above, as required. Additional invitations may be issued to the Trust for additional council meetings where it may enable the council to perform its statutory role, however, it would be within the Trust’s discretion in deciding whether to attend such meetings.

6.14 Within the current municipal year (to 30 April 2016), the Trust will participate in up to three council meetings in such combination of Cabinet, Overview and Scrutiny Committee and/or Education and Children’s Services Scrutiny Panel as reasonably requested by the council.

6.15 The Trust will be attending statutory boards, such as the Corporate Parenting Panel and Local Safeguarding Children Board, in addition to Cabinet and Scrutiny.

7 **Conclusion**

7.1 The Trust has been established in order to deliver children’s social care services, with a requirement for future Ofsted inspections to be:

- ‘Good’ within three years
- ‘Outstanding’ within five years

7.2 The contract monitoring arrangements will allow the Trust the independence to undertake the necessary steps to improve services, whilst ensuring the council is able to assure itself that its statutory duties are being met and that services are improving.

8 **Appendices**

A - Key Performance Indicators

9 **Background Papers**

1 - Children’s Services Improvement Update (Education and Children’s Services Scrutiny Panel, 21 October 2015)

2 - Contract with Children’s Services Organisation for the Delivery of Children’s Social Care Services (Cabinet, 14 September 2015)

¹ Please note that these arrangements are slightly different from those included in the Cabinet report in September.

APPENDIX A

No	Measure
Safeguarding and child in need	
1	% of re-referrals to CSC within 12 months
2	% of section 47s that led to ICPC in month
3	% of children subject to a CP for a second or subsequent time within 2 years
4	% of children subject to CP Plans for 2+ years
5	% of children subject to CP Plan visited in the last 10 working days and seen alone
6	% of referrals with decision and authorisation within 1 workday
7	Rate of Early Help open cases per 10,000 under 18 population
8	% of Early Help Assessments that resulted in a service place where outcomes were achieved
9	% of contacts to referral
10	Number of contacts
11	Number of referrals
12	Number of children subject to a CP Plan
13	Number of full time LAC at month end
14	% of children subject to child in need plans for over 12 months
15	% of child in need plans reviewed within agreed timescales
16	% of ICPCs held within statutory timescale
17	% of RCPCs held within timescale
Looked after children	
18	% of looked after children with 3 or more placements within 1 year
19	% of looked after children placed 20+ miles from home (excluding those placed for adoption)
20	% of eligible looked after children who have received a statutory visit in the last 6 weeks and seen alone
21	% of children missing from care who have an independent return interview within timescale
22	% of LAC reviews where the IRO has met with the child and their views represented within the meeting

23	% of LAC with a current Care Plan that includes a permanency plan (where appropriate)
Fostering	
24	Number of approved Trust foster care households
Care Leavers	
25	% of care leavers in education, employment or training (age 19-21)
26	% of eligible looked after children with current Pathway Plan
SEND	
27	% of statutory EHCP assessments completed within 20 weeks (including exceptions)
28	% of statements converted to EHCPs
29	% of children receiving direct payments, personal payments or short breaks as part of their EHCPs
Workforce	
30	% of permanent fieldwork staff
31	Average number of cases allocated per social worker
32	% of staff absenteeism
33	% of staff in post 2 years+
34	% of staff 2 years post qualifying

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 12 November 2015

CONTACT OFFICER: Tracy Luck, Assistant Director of Strategy and Engagement
Joe Carter, Assistant Director of Assets, Infrastructure and Regeneration
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WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

PROGRESS REVIEW ON THE FIVE YEAR PLAN THEME OF CHANGING, RETAINING, GROWING

1. **Purpose of Report**

To provide an update of the theme of changing, retaining and growing from the Five Year Plan.

2. **Recommendation**

The Overview and Scrutiny Committee is requested to take note and comment on the activity that is being delivered for the changing, retaining and growing theme of the Five Year Plan.

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

Risk	Mitigating action	Opportunities
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 contains three themes. This report will focus on the first theme of Changing, Retaining and Growing which contains the first three outcomes listed in paragraph 3.2.
- 5.2 In broad terms, Outcome 1 focuses on activity that attracts and retains businesses. It supports projects that provide skills and employment opportunities for our residents and secures infrastructure improvements which help the place be more attractive to investors and occupiers.
- 5.3 Outcome 2 focuses on the build and availability of housing for our growing population. It ensures we are maximising on our existing housing stock as well as utilising land and resources to develop new homes across all tenures.
- 5.4 Outcome 3 focuses on the centre of Slough ensuring regeneration and development support the centre of town as a destination for residents, businesses and retailers.
- 5.5 The performance measures that indicate the success for each of these outcomes 1, 2 and 3 are attached in Appendix B.
- 5.6 Each of the three outcomes is led by an Assistant Director and has a group of officers from the relevant services to coordinate and review implementation. Progress reports by each of the outcome leads are attached as Appendix 'A'.

6. Comments of Other Committees

This report has not been an item of agenda for other committees.

7. Conclusion

The activity underway in each Outcome for Changing, Retaining and Growing will support a focused approach and ensure resources are aligned to identified priorities. Overall the range of activity will ensure Slough's economy is buoyant and is a location of choice for businesses, investors, residents and retailers. This in turn, will increase our revenues of business rates and council tax.

8. Appendices Attached

- 'A' - Outcome Updates
- 'B' - Performance Indicators Outcome 1, 2 and 3

9. Background Papers

Five Year Plan 2015 – 2019

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CHANGING, RETAINING, GROWING – Update

1. OUTCOME 1

Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay

1.1 Establish a business inward investment and retention function

- Slough Smart bid submitted to Innovate UK for IoT (Internet of Things) Cities Demonstrator with focus on coordinated transport and health projects through smart infrastructure.
- Business meetings held with Karl Storz, Go Jumping and Universal Securities to understand business need and development that is required. This is part of our ongoing Inward Investment and Account Management process.
- Presentation on Five Year Plan delivered to business community at Slough Business Community Partnership (SBCP) meeting and Chamber of Commerce Committee to raise awareness and instil confidence in our business community.
- Invested in Economic Development within the council by appointing Economic Growth Manager, Economic Development Policy Officer, Economic Partnerships Officer and Town Centre Manager.
- Business Investment Group (BIG) marketing messages forum met and will be appointing a PR marketing agency to deliver a Slough brand and develop a collective/collaborative unique selling point for the town.
- ZTE UK Limited moved into Town Centre and have provided a case study to support Inward Investors from UK and China.
- KP Snacks moved into Slough on 14th September (case study to follow).

1.2 Ensure a fit for business transport infrastructure

- Slough Mass Rapid Transit (SMaRT) consultation with SEGRO and businesses held, support from SEGRO and businesses.
- A key business stakeholder has agreed to sponsor Slough cycle hire bikes.
- Major schemes out to Official Journal of the European Union (OJEU) tender (total value £18m). All 3 major contractors registered an interest. Major scheme evaluation completed Full Business Case submitted awaiting approval of the Procurement Review Board and Capital Strategy Board before awarding the contract.
- LED PQQ out to tender in the OJEU.
- Submitted 8 Local Enterprise Partnership (LEP) bids and attended 2 workshops.
- Expression of Interest received approval from Carplus for proceeding to next round of ELV (electric vehicle) funding.
- Red Light cameras launched.
- New cycle hub in Brunel Way launched.

- SWiFT (Slough Windsor Fast Track) benefit cost ratio report jointly commissioned.
- Stoke Road regeneration including station forecourt upgrade (north) feasibility study commissioned.
- Stoke Poges Lane bridge opened.
- Leigh Road bridge opened.
- Burnham's Station Road one way scheme introduced.

1.3 Enable partners to support residents to develop skills to meet local employers' needs

- Elevate Traineeship event delivered with 10, 16-24 year olds enrolled on a traineeship with local providers.
- Elevate Slough Lone Parents: Since 05/2015 88 economically inactive lone parents have been engaged with. Of 16 who regularly attend course 5 have entered into positive destinations of education/training.
- Three long-term unemployed lone parents have now secured employment following the Elevate Slough Gingerbread Marks and Starts programme.
- Elevate in partnership with Job Centre Plus running a work placement scheme within SBC. 2 of 3 clients in pilot secured jobs immediately following placement.
- Live apprenticeships vacancies now included on the Slough Elevate Web site.
- Elevate construction pathway delivered with 14 unemployed young people. 100% passed their Health and Safety City and Guilds Level 1 Course and 8 out of 14 passed the CSCS test. Four employers offered guaranteed interviews of which 2 young people secured employment. 3 young people went into related FE.
- 4 organisations – Workers Education Association, Best Practice, Destiny Support, Milton Keynes College (partnership with Slough Probation Service) commissioned to deliver skills based programmes from 1st August 2015.
- Interviewing for 34 new apprenticeships (increase from 25 – 14/15) for SBC, Arvato and Slough library.
- 23 new apprenticeships accepted placements and commenced their training on 7th September 2015 (11 SBC, 11 Arvato and 1 library service). Recruitment of a further 11 to take place during January with a start date early March 2016.
- Tracking of original 23 2014/15 Apprentices has revealed positive outcomes: (2 early leavers), 18 employed, 2 at College and 1 still seeking employment.

1.4 Develop planning policies which will deliver more high value business properties' needs

- We have agreed to join in a joint study to be commissioned by the LEP to establish what the Functional Economic Markets are in the sub region. This will help to establish what the balance should be between housing and employment in each authority.
- On 15th September the Cabinet approved the "Centre of Slough Strategy". One of the key elements of this is "Attracting More Business". The proposals

in the Strategy will be fed into the emerging Planning policies for delivering more high value employment generating development in the centre.

1.5 Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Link to Heathrow

- Burnham Station proposals ready to implement.
- Significant decision for Station Road Burnham closure signed and approved by Cabinet.
- £1.5M LEP funding secured to support improvements at Langley station.
- All Network Rail projects included within the Control Period 5 programme are subject to a review by Sir Peter Hendy, Chairman Network Rail, due to report at the end November. WRLtH is part of this review and we await the outcome.
- Business case refresh and transport modelling for WRLtH on-going independent of Hendy Review.

1.6 Develop a more mutually beneficial relationship with Heathrow Airport

- Heads of Terms and a programme of activity agreed. Officers meeting monthly to review progress against this.
- Working with HAL surface access to support updating the Slough Transport Model (could save the authority £75k - £100k).
- 24/7 bus service from Slough to Heathrow underway.
- Traffic surveys agreed with HAL, data to be shared saving SBC approximately £50K.

1.7 Ensure the gateways to the town, prominent places and green spaces are clean and well-maintained.

- EPA Cleaning performance baseline for gateways commenced in September with actual submissions for Q3 (October, November, December).
- Specifications and identification of gateways for 2017 contract commenced.
- Fly tipping taskforce set up.

2 OUTCOME 2

There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough

2.1 Higher quality private sector [rented] housing will be a valued housing option and will reduce long term health problems

- Continuing work with private sector landlords through the Landlords Forum to improve the overall quality of the private rented stock. Enforcement action is taken in the worst cases. The 'beds in sheds' project, now closed, has also contributed to bringing these unauthorised properties into the regulated housing stock and contributed to increasing council tax income.
- For note – as part of the Five Year Plan review "rented" will be added to the action title as included above.

2.2 Make best use of existing local authority housing stock

- An asset management focus on the HRA estate started in September 2015 with project to be scoped and initiated by November. This ties together with the re-commissioning of the repairs and maintenance contract (Interserve) to evolve into a repairs, maintenance and investment contract which will require a strategic asset management approach to all HRA stock.

2.3 Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need

- The Slough Regeneration Partnership/Slough Urban Renewal is a joint venture with Morgan Sindall with the purpose of developing council owned sites. Ledgers Road site currently under construction will provide 70 new houses/flats and Wexham Nursery will start construction early in 2016 providing over 100 new homes.
- The council has set up a Strategic Asset Purchase fund (Cabinet Decision September 2015) which has the potential to purchase land on the open market for regeneration purposes and to use these for housing development.

2.4 Make better use of land including using opportunities for new high quality, family and high density residential developments through the Local Plan

- The results of the joint housing study commissioned by the Berkshire authorities and the LEP have now been published. This Strategic Housing Market Assessment (SHMA) shows that Slough forms part of distinct Housing Market Area with Windsor & Maidenhead and South Bucks. It also shows that the predicted need for new households in this area is much higher than we have planned for in the past.

The technical report shows that Slough's objectively assessed need is for 927 new households a year compared to the 550 figure that we are currently working to in the 5 Year Plan.

The new study does not provide any solutions as to how this housing need should be met but provides the evidence that we need to feed into a review of the Local Plan and begin discussions with our neighbours about the future planning of the wider area.

It is important that the increased pressure for housing does not result in a loss of quality in the design of new development and that we continue to ensure that we have the right housing mix.

It should also be stressed that the publication of these housing figures does not mean that there has to be any significant changes in the short term. Any change in planning policies will have to be brought about through the review of the Local Plan which will be able to balance all of the competing needs for development in Slough.

2.5 Prevent homelessness where possible through early intervention and using a range of housing options

- A range of initiatives are in place to prevent homelessness largely focussed on keeping existing tenants in their rented homes or supporting new tenancies. Actions include deposit guarantee scheme, top up rent and rent in advance. Discretionary housing payment administered by Arvato is also used for this purpose. In the 5 months from April – August 2015 over 35% of potential homeless cases approaching the council were prevented through these initiatives.

3 OUTCOME 3

The centre of Slough will be vibrant providing business, living and cultural opportunities

A [report](#) was presented to Cabinet on 14 September 2015, agenda item 34, providing an overview of the activity being undertaken to deliver outcome three of the five year plan. An extract of the report is shown below:

Supporting Information

5.1 Outcome three of the five year plan states: The centre of Slough will be vibrant, providing business, living and cultural opportunities.

5.2 In order to achieve this outcome the centre of town vision and strategy will focus on the delivery of two key themes;

- Increasing footfall; and
- Economic wellbeing

5.2 An officer outcome group was set up after the adoption of the five year plan to drive actions under outcome 3, and member task and finish groups have been established to widen the vision and for other key workstreams.

5.3 The centre of Slough consists of much more than the High Street and the narrowly defined area that we have used for planning and other purposes but rather incorporates the wider but defined area indicated by the plan below.

5.4 The vision proposed is:

“The centre of Slough is where people, businesses, shops, transport and public spaces come together to create an atmospheric, high quality and vibrant urban living environment. A place where the latest technology is harnessed, jobs are created, design is innovative and culture is celebrated.”

5.5 The vision is intended to change the way the centre of Slough looks and works in a way that changes people’s perception of the place. This is needed to ensure we can attract people to visit, invest, live and work in the centre.

5.6 In order to do this we need to emphasise the advantage of Slough’s transport links that will make it one of the best connected places to do business. We also need to improve local connections so the centre can properly serve the town. We need to redefine the role of the centre of Slough so it is less dependent upon shopping and becomes a destination for a whole range of uses. This also means celebrating the fact it is different.

5.7 We have produced a high level strategy with a deliberate light touch. It has taken a multi-disciplinary approach to tackling the recognised problems and exploiting the potential strengths of Slough town centre. The strategy is not intended to have any formal status but will form an agreed framework for future development and regeneration.

Strategy

The main elements are:

- A housing led regeneration
- Attracting more business
- Reshaping the shopping centre
- Developing new attractions
- Insisting on high quality development
- Creating a sense of place
- Taking care of and improving the local environment
- Making the most of Slough's place in the world (next to Heathrow, Windsor and the Thames Valley)
- Getting best value from public and private investment (Slough Pound)
- Connecting the centre with surrounding areas

5.8 Twelve work streams have been created to deliver this new vision for the centre of Slough, which we are calling "Changing Views". Summaries of each are below and those with comprehensive plans are appended to this report.

5.9

(1) Site allocations

To look at all current, upcoming and potential development sites in the centre of Slough to ensure best use to fulfil the vision and to encourage redevelopment or refurbishment to come forward. This includes major regeneration sites such as the canal basin and the Akzo Nobel site, plus smaller sites suitable for housing, business or retail units.

(2) Transport

Ensuring the centre is the best connected town well served by road, rail, air and bus services including cycling and walking facilities, major transport schemes such as Windsor Road widening, WRATH, Crossrail and options for additional Slough to Windsor rail services.

(3) Showing our vision

Creating a method by which the vision and all its component parts and areas of redevelopment can be brought together and demonstrated to residents, businesses and visitors. This currently includes a video including interviews, animations and CGI and back up printed materials.

(4) Digital High Street / Smart Cities / economic redevelopment

To make the High Street more convenient, accessible and vibrant for all shoppers; to become a centre where retailers understand their customer's needs and requirements. To ensure retailers are working in partnership with each other, the council and other stakeholders of the centre of town.

(5) Public Realm

To focus on the regeneration of open spaces and the spaces between buildings, creating a higher-quality environment including, streets, squares, parks, greenery, surfaces, seating, lighting and highways fittings.

(6) Housing

Leading housing regeneration in the centre of Slough, allocating sites available, as part of the strategic housing assessment. Agree the number, tenure and type of units to be built and a strategy for encouraging quality in terms of appearance and accommodation.

(7) The Curve opening

To launch The Curve to residents, businesses and staff with four days of activities showcasing the building, its facilities and its place in the town centre. Event proposal and accompanying communications plan.

(8) CPO strategy / site acquisitions

Putting in place new strategy to maximise and encourage use of empty and run down properties and sites in the centre of Slough area. To adopt the “use it or lose it” approach with landlords and site owners; if they do not put their sites to good use, we will.

(9) Communications strategy

To implement a comprehensive communications plan on the range of activities being undertaken under outcome three using traditional and social media, marketing and digital methods.

(10) Retail assessment

Following a joint household survey with RBWM we will commission Slough specific assessment on the future of retail in the borough; to inform a strategy for the High Street and shopping centre area.

(11) Rationalisation of council assets

To assess all council assets in the centre of Slough and create proposals for the rationalisation of those assets.

(12) Evening economy / active High Street

Creation of a programme of activities: promotional, charitable and council related for the Town Square, Mackenzie Square and High Street including markets, sporting activities and engaging promotions.

5.10 Next Steps

Once approved, the Centre of Slough Changing Views Strategy will be used for a number of purposes. One of the key things it can do is influence the review of the

Local Plan for Slough and be translated into planning policy. The strategy will also be useful in making bids to the LEP, as an inward investment tool, informing disposals and acquisitions, determining transport priorities and deciding spending priorities.

Five Year Plan - Collated Outcomes

Changing, Retaining and Growing							
Outcome 1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay							
Ref	Key Action	Outcome Measure	Target	2014-15 outturn	Responsible Officer	Reporting Frequency	Data Source
1.1	Establish a business inward investment and retention function	Business rate debit increase each year	1.50%				Total amount (£'s) of business rates due + Total number of business chargeable for this.
		Number of new businesses investing in the town	4	2			ONS Business Demography publication: Number of Births, deaths and survivals of businesses in Slough
1.2	Ensure a fit for business transport infrastructure	Improve bus punctuality: Non-frequent bus services running on time		Updated annually in September [2013/14] Slough 90.0% SE 85.4%; England 83.4%		Annually in September	https://www.gov.uk/government/statistical-data-sets/bus09-frequency-and-waiting-times
		Deliver SMaRT A355 and A332 scheme	60% completion against budget and programme in 15/16, 100% in 16/17				
		Value of bids submitted by partners against Local Enterprise Partnership allocations approved	20%				
1.3	Enable partners to support residents to develop skills to meet local employers' needs	Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA)	maintain at low level compared to national value	As at Dec 2014: Slough 1.7% 1,565 people SE: 1.2%; GB: 1.9%		Monthly	http://www.nomisweb.co.uk/reports/impla/1946157286/report.aspx
1.4	Develop planning policies which will deliver more high value business properties to meet modern needs	New business planning applications applied for each year	Increase	41			Local data from Planning Department service
		Amount of commercial floorspace applied for each year	Increase				Local data from Planning Department service
1.5	Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow	Progress against project plan milestones for station developments (Burnham, Langley, Slough)	Completions Burnham 16/17, Langley 17/18 Slough 18/19				
1.6	Develop a more mutually beneficial relationship with Heathrow Airport	No net loss of business rates as a result of Heathrow displacement					
1.7	Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained	Adherence to Environmental Protection Act cleaning through the street cleaning monitoring scorecard.	100%				
Outcome 2: There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough							
Ref	Key Action	Outcome Measure	Target	2014-15 outturn	Responsible Officer	Reporting Frequency	Data Source
2.1	Higher quality private sector housing will be a valued housing option and will reduce long term health problems	Number of private rented bedspaces regulated, licenced or otherwise made safe for occupation.			Liz Laporte	Quarterly	
	Make best use of existing local authority housing stock to meet housing need	Number of bedrooms freed up by rehousing existing tenants into smaller accommodation which meets their needs and financial circumstances.			Jeremy Walter	Quarterly	
	All SBC social housing units will be lawfully occupied by legitimate tenants in a manner which meets their housing need	Number of tenant verification visits completed	2,000 or 6,000 stretch target if invest to save bid is supported		John Griffiths	Monthly	
	All SBC social housing units will be lawfully occupied by legitimate tenants in a manner which meets their housing need	Number of SBC homes reclaimed through fraud investigations.			Debra Gilbert	Quarterly	
	Make best use of existing local authority housing stock to meet housing need	Average turnaround times on Local Authority void properties	Decreasing		Anne Stavrou	Monthly	
	Social housing will be improved through comprehensive regeneration schemes improving the quality of life and enjoyment for tenants	Number of homes 'signed off' following comprehensive estate improvement schemes.			John Griffiths	Quarterly	
2.3	Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need	Number of affordable homes delivered (PSA 20)	An average of 100 affordable houses will be provided each year through the planning system		Jeremy Walter	Annually	
		Number of properties locally that are sold under "right to buy"			Deborah Viljoen	Monthly	
2.4	Make better use of land including using opportunities for new high quality, family and high density residential developments through the Local Plan	Increase in the number of dwellings in the borough	550 p.a		Paul Stimson	Annually	
2.5	Prevent homelessness where possible through early intervention and using a range of housing options	Numbers approaching for housing advice and the number successful prevented from being homeless (assisted to stay at home or alternative accomodation)	High number prevented		Julie Render	Monthly	
		Statutory homelessness - homelessness acceptances Rate per 1,000 households	Decreasing	2013/14 Slough 1.40 SE 1.67 England 2.32	Julie Render	Quarterly	
		Statutory homelessness - households in temporary accommodation Rate per 1,000 households	Decreasing	2013/14 Slough 1.55 SE 1.43 England 2.59	Julie Render	Quarterly	
Outcome 3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities							
Ref	Key Action	Outcome Measure	Target	2014-15 outturn	Responsible Officer	Reporting Frequency	Data Source
3.1	Define and establish the Centre of the Town as a destination	Increase footfall	2% pa		Paul Stimson	Annually in March	TBC
3.2	Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space	Number of planning applicants submitted	2 pa		Stephen Gibson	Annually in March	SBC Planning Portal
3.3	Understand through consultation and intelligence, the current and future needs and expectations of the High Street	Number of consultation events with community and stakeholders	5 pa		Pippa Hopkins	Annually in March	Communications database
3.4	Cultivate a vibrant town centre	Improved perception of people arriving in the town	85% of people satisfied or better		Kate Pratt	Annually in March	Annual user survey
3.5	Expand the evening economy	Number of investor and developer enquiries from retail, hotel and leisure sectors	10 pa		David Martin	Annually in March	Economic Development and Asset Management databases
3.6	Deliver a One Public Estate Strategy	Joint Venture set up between identified/chosen partner(s)			Stephen Gibson	On-going	Legal Agreement(s)/documents
3.7	Ensure the Curve continues to be operationally successful	Fully occupied and utilised town centre building adds to economic activity, supports evening economy and cultural diversity	Full cost recovery open until 11pm		Ketan Gandhi	Annually in March	Annual accounts/budget book

Ref	Key Action	Outcome Measure	Target	2014-15 outturn	Responsible Officer	Reporting Frequency	Data Source
3.8	'Slough the place of innovation'	Smart City projects started	1 pa		Shabnham Ali	Annually in March	Project Management Office records

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 12th November 2015

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

WARDS: All

PART I
FOR COMMENT & CONSIDERATION

OVERVIEW AND SCRUTINY COMMITTEE 2015/16 WORK PROGRAMME**1. Purpose of Report**

For the Overview and Scrutiny 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**

5.1 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
Thursday 12 November 2015
<ul style="list-style-type: none"> • Financial and performance report – quarter 2 • Governance of Children’s Services Trust • Five Year Plan – theme 1 (Changing, Retaining and Growing)
Tuesday 12 January 2016
<ul style="list-style-type: none"> • arvato – 6 month update • Town Centre Car Parking – update on Task & Finish Group recommendations • Council houses – rents and service charges • Analysis – 3 month review of Burnham Station road network alterations • Casework Task & Finish Group • Children’s Services Trust (NOTE: this item may well require a separate meeting. In addition, the Education and Children’s Services Scrutiny Panel have requested that the meeting discussing this item should be a joint meeting of the Overview and Scrutiny Committee and the Panel)
Thursday 4 February 2016
<ul style="list-style-type: none"> • Financial and performance report – quarter 3 • Budget • Five Year Plan – theme 3 (Using Resources Wisely) • Leisure strategy
Thursday 3 March 2016
Thursday 7 April 2016
<ul style="list-style-type: none"> • Thames Valley Police – Chief Constable • For approval – Scrutiny Annual Report • Analysis – final review of Burnham Station road network alterations • Petitions – annual summary

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MEMBERS' ATTENDANCE RECORD 2015/16
OVERVIEW AND SCRUTINY COMMITTEE

COUNCILLOR	17/06/15	09/07/15	10/09/15	12/11/15	12/01/16	04/02/16	03/03/16	07/04/16
Ajaib	P	P	P					
Bains	P	P	P					
Bal	P	P	Ap					
N Holledge	Ap	P	P					
Malik	P	Ap	P					
Nazir	P	P	P					
Rana	P	P	P					
Strutton	P	P* (from 7.22pm)	P					
Usmani	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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