

Date of issue: Wednesday, 6th July 2016

MEETING	OVERVIEW & SCRUTINY COMMITTEE (Councillors Nazir (Chair), Strutton, Bedi, Coad, N Holledge, Parmar, Sadiq, A Sandhu and R Sandhu)
DATE AND TIME:	THURSDAY, 14TH JULY, 2016 AT 6.30 PM
VENUE:	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	SHABANA KAUSER 01753 787503

NOTICE OF MEETING

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



RUTH BAGLEY
Chief Executive

AGENDA

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	Apologies for absence.		
	CONSTITUTIONAL MATTERS		
1.	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 14th June 2016 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. Leisure Capital Programme - The Refurbishment of Slough Ice Arena and the Provision of a Temporary Ice Provision 5 - 18 Chalvey
5. Burnham Station Experimental Scheme 19 - 32 Haymill & Lynch Hill, Britwell & Northborough and Cippenham Green
6. Progress on the Thames Valley Transactional Service Centre 33 - 62 All
7. Forward Work Programme 2016/17 63 - 68
8. Date of Next Meeting - 15th September 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 Tuesday, 14th June, 2016.

Present:- Councillors Nazir (Chair), Strutton (Vice-Chair), Bedi, Coad, N Holledge, Sadiq and A Sandhu

Also present under Rule 30:- Councillors Anderson, Brooker, Pantelic and Swindlehurst

Apologies for Absence:- Councillor Parmar and R Sandhu

PART I

1. Declaration of Interest

None were received.

2. Minutes of the Last Meeting held on 7th April 2016

Resolved: That the minutes of the meeting held on 7th April 2016 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 2016/17 municipal year.

Resolved –

- (a) That an Education and Children's Services Scrutiny Panel, Health Scrutiny Panel and Neighbourhoods & Community Services Scrutiny Panel be appointed for the 2016/17 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.
- (d) That Members be appointed to serve on each of the Panels as set out below:

Education & Children's Services Scrutiny Panel – Councillors Anderson, Brooker, Chahal, Chohan, Pantelic, Mann, Morris, Qaseem and Sadiq

Health Scrutiny Panel – Councillors Chaudhry, Cheema, Chohan, M.Holledge, Mann, Pantelic, Qaseem, Smith and Strutton

Overview & Scrutiny Committee - 14.06.16

Neighbourhoods & Community Services Scrutiny Panel -

Councillors Anderson, Davis, N Holledge, Morris, Plenty, Rana, Rasib, Swindlehurst and 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 of Oxford

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 – Pretesh Singadia

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 received.

5. Forward Work Programme

Details of the proposed work programme for 2016/17 were outlined by the Scrutiny Officer. Following discussion regarding future agenda items it was

Overview & Scrutiny Committee - 14.06.16

Resolved:

1. That an agenda item on the possibility of replacing local borough elections by thirds with elections for all Council seats every four years be added to the agenda for 14th July 2016.
2. That the following items be added to the Work Programme, with the Scrutiny Officer to ascertain the most appropriate dates for the Committee's input:
 - Local Plan
 - Town Centre
 - Transport
 - Local Economy
 - Anti-Social Behaviour
 - Children's Services Trust
 - Adult Social Care

6. Date of Next Meeting - 14th July 2016

The date of the next meeting was noted as 14th July 2016.

Chair

(Note: The Meeting opened at 8.00 pm and closed at 8.06 pm)

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 14th July 2016

CONTACT OFFICER: Roger Parkin – Strategic Director, Customer & Community Services

(For all enquiries) (01753) 875207

Alison Hibbert - Leisure Strategy Manager
(01753) 875896

WARD(S): All

PART 1

FOR COMMENT & CONSIDERATION

LEISURE CAPITAL PROGRAMME – THE REFURBISHMENT OF SLOUGH ICE ARENA AND THE PROVISION OF A TEMPORARY ICE PROVISION

1 Purpose of Report

- 1.1 Members of the Overview and Scrutiny Committee are requested to consider and comment on the proposals detailed in this report to enable works to facilitate a temporary ice provision in the borough whilst Slough Ice Arena is closed for its refurbishment and improvement works.

2 Recommendation(s)/Proposed Action

Overview and Scrutiny Committee is requested to consider:

- I. That a temporary solution for the continued provision of ice facilities in the town from November 2016 be considered and both costs and an appropriate site for such a provision are noted.
- II. SBC officers investigate in more detail other solutions for activity for groups affected by the closure.

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

3a Slough Joint Wellbeing Strategy Priorities

All the actions within Slough's five year leisure strategy will contribute towards achieving the overarching vision of the Slough Joint Wellbeing Strategy and will make significant contributions specifically to the health, wellbeing and safer Slough themes.

- **Health and Wellbeing.** Cabinet in July 2014 approved a strategy for leisure, with the overarching aim to "enhance the health and wellbeing of Slough residents by ensuring leisure activity is adopted as a habit for life for all – more people, more active, more often". The link between physical activity and overall health

indicators is clear, particularly for obesity, diabetes and heart disease, which are high priorities for Slough.

- **Safer Slough.** The opportunity to participate in shared leisure activities makes a positive contribution to community cohesion and interaction for all members of the varied and diverse community in Slough.
- **Regeneration and environment.** Leisure facilities contribute to the quality of the environment of the town. They provide opportunities to regenerate specific sites and local communities.

Cross-Cutting themes:

Good leisure facilities can improve the image of the town, making Slough a destination for sport and physical activity for local residents who will take a pride in the promotion of their use.

Slough's leisure strategy and improved leisure facilities contribute towards addressing key priorities as set out in the JSNA including childhood obesity, positive activities for young people and cardio vascular disease.

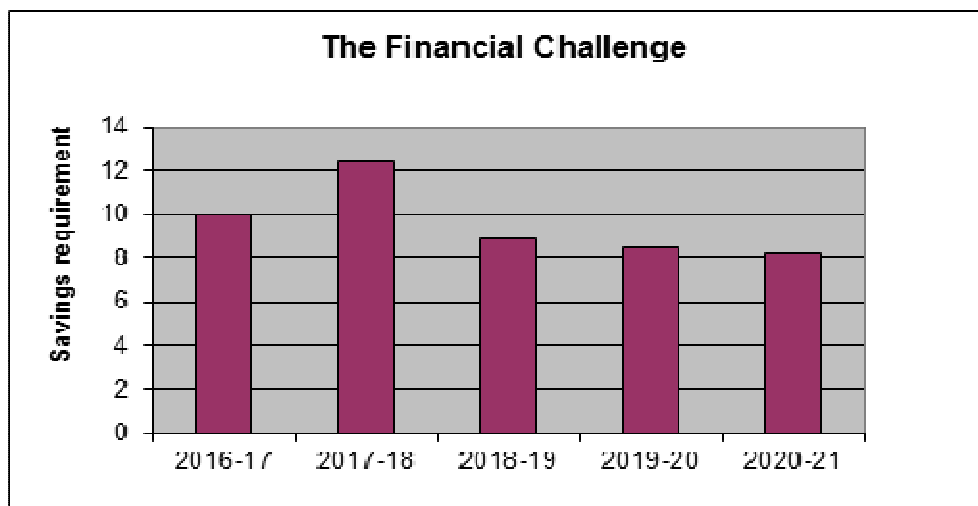
3b **Five Year Plan Outcomes**

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay – good quality, accessible leisure facilities are attractive to employers to ensure a healthy workforce which is imperative for a businesses success.
- There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough – the future development of leisure facilities on chosen sites in the town will compliment planned housing developments and assist the organisational aim of maximising the value of assets.
- Slough will be one of the safest places in the Thames Valley – leisure activity can be used as a diversionary activity for young people who could be at risk of anti-social behaviour.
- More people will take responsibility and manage their own health, care and support needs – accessible leisure opportunities in the right location will enhance the health and wellbeing of all individuals living in Slough.
- Children and young people in Slough will be healthy, resilient and have positive life chances – improved leisure facilities will provide children and young people with wider opportunities for participation in sport and physical activity which results in greater physical and mental wellbeing. The proximity of the proposed new facilities to educational establishments will maximise use and allow the Council to realise corporate aims.
- The Council's income and the value of its assets will be maximised through capital development and improvements to its leisure facilities.

4 Other Implications

(a) Financial

- i. It is estimated that it will cost the Council between £632K and £1.2 million to provide a temporary ice provision in the town. A breakdown of these costs are detailed in sections 5.13 and 5.14 of this report. These costs are at this stage estimated costs based on a twelve month period.
- ii. The Medium Term Financial Strategy (MTFS) going to cabinet on the 18th July sets out the financial challenge that the Council is facing. The latest estimation of savings required total £38m over four years. Proposals are being developed to address this gap and will be presented to members in the coming months, but at present there are substantial further savings required to ensure a balanced budget, see summary of the requirement below. The Council also faces a number of other financial risks. Business rates income remains volatile alongside significant risks on business rates appeals. The impact of voting to leave the EU has not been factored at present as the position is unknown, but remains a financial risk to the Council alongside the major reductions in Council funding from Central Government. The Council is also facing significant demographic demands on its services, alongside a substantial capital programme that requires financing that will add financial pressure to the MTFS.



- iii. The delay in moving forward with the housing development is likely to cost the Council around £90K because of the loss of efficiencies from the current housing development program; this is included in the £632k estimated costs.
- iv. Any delays to the capital programme for the refurbishment works on the permanent facility, planned to commence in November 2016 will result in additional costs, £490K for a six month delay and £870K for a twelve month delay.

(b) Risk Management

Project	Risk	Mitigating action	Opportunities
Ice Arena redevelopment and temporary ice provision	Financial – the temporary rink does not offer value for money Costs continue to increase	Full financial obligations will be confirmed prior to commencement of any scheme	The new facility will contribute to more people being physically active, which is a key priority for the Council. Temporary facility operated by a third party
	Planning - Delay to submission and determination of planning application Planning conditions not met within time for the Ice Arena refurbishment closure	Submission of the planning application as soon as possible. Project Manager to ensure early engagement with Planning and that conditions for compliance are monitored	
	Health and Safety	Fully addressed for temporary facilities as they are developed. Operational risks will be considered and developed to respond to the specific risk and will be passed onto the operator to manage.	
	Building Control - Delay to submission and determination of building control application	Building Control to approve and sign off development proposals	
	Equalities issues – the temporary facilities fail to meet the needs of all	The availability of a temporary facility will help to mitigate the effects of the temporary	Continued access to quality facilities will contribute to increasing levels of activity by all

		closure of the ice Area. It will enable a broad community programme to remain available to meet the needs of all.	users including those with special or specific needs EIA completed
	Community support – Objections to planned proposals	Communications strategy in place	
	Communications – The proposed temporary developments receive adverse publicity	Proactive approach with provider and users of the temporary facility.	
	Financial (capital) – Costs become inflated and the scheme is unaffordable	Proposals offer a cost effective option and identify appropriate contingency. Agree fixed price contract and measures to prevent potential scope creep	Look at other funding opportunities.
	Financial (revenue) – the temporary facility operates at a loss	Risk rests with the Operator	Transfer responsibility for the management of the temporary facility to a third party.
	Timetable for delivery – Key deadlines are not met	Project management in place to monitor critical path with slippage reported early. Provide a back-up plan for any unforeseen delays	
	Capital programme overruns	The contract for the temporary facility will have flexibility to extend provision if required.	Opportunities for value management if required.

	Project Capacity – Adequate resources are not in place	Allocate sufficient resources to the management of the programme	Utilise expertise in house and with development partners to ensure the project is delivered on time.
--	--	--	--

(c) Human Rights Act and Other Legal Implications

There are no Human Rights implications in regard to this report.

Local authorities have a range of powers to deliver cultural services which includes both recreation and sport. The provision of leisure services is however discretionary and as such local authorities do not have to provide these services.

A range of commercial contract issues will require resolution to enable the provision of the temporary ice arena to go ahead. Until heads of terms for the temporary facility are produced, the Council’s lawyers are unable to advise on the legal implication that may arise.

Any delay to the proposed improvements and refurbishment to the permanent facility, due to commence in November 2016 could impact on the current legal proceedings being undertaken by the Council in relation to the early termination of the lease on Slough Ice Arena with the current operators, Slough Community Leisure.

The temporary Ice Arena will require planning consent if the resolutions are approved, which will require a minimum of thirteen weeks from the submission of the application. This timeframe could delay the availability of any temporary provision from the beginning of November 2016.

(d) Equalities Impact Assessment

The Council is attempting to mitigate the impact of the period of temporary closure and is working with the most disadvantaged users to provide possible alternatives during the period of closure. The body of the report outlines the steps that have been taken and the proposals that have come forward. An EIA has been completed.

(e) Workforce

The delivery of the temporary ice scheme will require specialist roles including dedicated project management and these will be met in-house within the council.

(f) Property

See section 5.13

(g) Carbon Emissions and Energy Costs

All new buildings will be built to be energy efficient.

5. Supporting Information

- 5.1 The Council aspires to provide the very best leisure facilities for its local residents; facilities that are accessible, in prime locations across the town. Increasing the participation rates of people who live in Slough in sport and physical activity is a key priority for the Council; getting more people, more active, more often.
- 5.2 Slough Ice Arena was built in 1986 as a two storey, steel framed, metal clad building; a common design for ice facilities of that decade. In light of the building's age it now requires extensive mechanical and electrical upgrading and major plant renewal. In January 2016 Cabinet approved the refurbishment and improvement works to the facility at a cost of £7.7 million. Works are currently planned to commence in November 2016 and will require the closure of the facility for a minimum of nine months.
- 5.3 The ice arena serves a wide catchment area (see appendix 1) and is a popular facility for young people, particularly females. It is home to the Slough Jets senior and junior ice hockey teams, SPICE, Slough Phantoms ice hockey teams, Slough Junior Synchronised Ice Skating Club, Slough Adult Synchronised Skating Club, Absolutely Skating Club and other regular users. It attracts over 140,000 users per annum. A high proportion of members of these clubs and general ice users are Slough residents, for example, 80% of the Slough Jets junior squad and 70% of SPICE members are young people who live in Slough.
- 5.4 Taking part in any form of sport and physical activity is beneficial to health but ice activity is particularly important as its primary user groups are children and young people. Current data indicates that 2 in 5 children attending Slough schools are classed as overweight. Taking part in regular activity is proven to assist with weight management. The rink is also used for individuals with both physical and learning disabilities, addressing both health and mental wellbeing.
- 5.5 Officers have explored various options to phase the capital works required to minimise the closure period of the Ice Arena. Inevitably as a result of the extensive nature of the works required to the roof and plant, to allow the facility to remain open would pose significant health and safety risks to users. Therefore a decision to close the rink over the complete period of works was agreed.
- 5.6 To mitigate the effect of the impact of the period of temporary closure on the most disadvantaged service users, a range of options have to date been considered as possible alternatives during the period of closure. Namely:
- i. A phased closure to the major capital works as detailed in 5.5.
 - ii. Provision of a temporary ice rink over the period of closure as detailed in section 5.9. It is estimated that the provision of a temporary rink over the closure period would cost the council in excess of £600K.
 - iii. The Council has approached other private commercial ice companies to see if this is a viable option for them to provide a facility. See sections 5.10 and 5.11.
 - iv. The Council to contact other local ice rink facilities to identify free ice time
 - v. Look to support transport for a protected group if alternative ice time at other venue can to found.
 - vi. Look to provide alternative activity on Sundays – local sports hall with activity coaches etc

vii. Review the development programme to meet the objectives of the Council's leisure strategy

5.7 In light of the costs associated with a temporary facility, a decision to not provide any temporary provision was agreed initially.

5.8 However, not providing a temporary ice provision has raised concerns with user groups and residents alike and the Council has listened to those concerns.

5.9 A temporary ice rink provider approached the Council to offer a temporary solution in April 2016. Their outline proposal offered to supply, construct and operate a full size temporary rink facility (based on the Cardiff temporary facility). The Council was required to identify and provide a suitable site with planning permission, undertake pre-enabling works and contribute towards utility costs for the period of operation.

5.10 The council's initial research into a temporary rink solution was based on companies supplying the rink only and no enabling or operating costs were included.

- A rink 25m x 25m – installation only costed at £275K without any enabling works, utility costs, staffing or security. A rink of this size would have very limited use.
- A rink 56m x 26m – installation and hire for 9 months between £750K and £1.2 million. This does not include enabling works, utility costs, staffing or security. This size rink is suitable for most ice activity

Enabling works are estimated in the region of £200K to £500K depending on the choice of site of the facility and the proximity of utility supplies (electricity and water). Costs are difficult to calculate until the proposed site is confirmed. It is unlikely that any rink provider would take on these costs. The council would still need to commission a third party operator if this option was agreed.

5.11 A proposal from Slough Community Leisure to provide and operate a temporary ice facility over the closure period was received by the Council in June 2016. The proposal would be to install a 30m x 20m temporary rink in the Montem Leisure Centre sports hall. This would subsequently put this well used facility out of use and would cause irreparable damage to the sports hall floor. The size of the rink would also not be appropriate for all ice activity, particularly ice hockey which currently use the facility on average for 22 hours a week. Their proposal to provide a temporary ice rink comes with a number of caveats including:

- I. The council agreeing to a 10 year management contract for the future operation of ice to Absolutely
- II. The council agreeing to a 50 year lease on Ten Pin to Absolutely
- III. The council agreeing to a 20 year management agreement for Ten Pin to Absolutely

The Council believes that the overall proposals from Slough Community Leisure are inimicable to the Council's long term strategy. The council is planning to go

out to the market for a new leisure operator, through a competitive tendering process with the OJEU notice advertised from 1st August 2016. Entering into such an agreement with SCL would likely to be met by a legal challenge from other leisure providers, who have already attended a 'bidders day' in Slough in May of this year.

5.12 An option to delay the refurbishment works to 2017 to enable peak annual use, competition and events to be carried out at the rink has been investigated. This was also requested by user groups as part of the user consultation events, facilitated by the Council. Going ahead with this option would result in increased capital costs to the refurbishments works as detailed in section 4a of this report. It would also have an impact on the legal proceedings between the council and SCL detailed in section 4b of this report.

5.13 The improvement works to Slough Ice Arena (including an extension to the facility which will enable additional features including a climbing facility and café) estimate to attract additional footfall of between 15,000 to 20,000 each year, which is expected to leverage a net contribution of circa £63,000 per annum.

5.14 **Estimated Costs**

The temporary ice proposal detailed in 5.9 includes a fully enclosed and secure ice rink, complete with the following:

- Full operations and management, including staffing
- Ice re-surfacer (Zamboni)
- Rink suitable for all ice activity, including competitive ice hockey
- Seating for up to 300 spectators
- Reception
- Changing area
- Toilets
- Skate hire

The Council will be required to provide the following components:

- The site
- Temporary car park
- Planning permission
- Civil works
- Connections for utilities
- Contribution to costs of utilities

5.15 A breakdown of costs are detailed in the table below

ITEM	COSTS ££
Temporary car park	200,000
Civil works / prelims	15,000
Utilities – enabling works	73,000
Utilities – running costs	180,000
Planning application	12,000
CCTV	10,000

Highways - lighting	11,000
Highways – road widening	41,000
Sub total -	542,000
Phase 1 – Montem site; housing development delay	90,000
TOTAL	632,000

5.16 Timescales

Estimated timescales are detailed in the table below

	DURATION	START DATE	COMPLETION
Contract with operator	1 week	August 2016	September 2016
Planning	13 weeks	July 2016	October 2016
Pre-construction	2 weeks	August 2016	September 2016
Highways and transport works	6 weeks	August 2016	October 2016
Temporary rink construction	8 weeks	September 2016	November 2016
Ice Arena refurbishment	9 – 12 months	1 st November 2016	1 st November 2017
Temporary rink decommission	6 weeks	2 nd November 2016	15 th December 2016

5.17 Car parking proposals may necessitate road widening schemes to be actioned to ensure access for emergency vehicles. In addition the temporary scheme will prevent coaches from entering and waiting in Montem car park. It was proposed to suspend and relocate the disabled parking bays in front of the leisure centre to enable coaches to park up and drop off. However this bay is restricted in size and can accommodate only one coach, therefore coaches will need to move and find an alternative waiting location.

5.18 The planned housing development of the Montem site is due to commence in autumn 2016. The temporary ice provision will delay phase 1 of the housing development by 3 months if the November deadline is adhered to. This results to around £90K extra costs. This figure has been included in the cost breakdown as a cost of the temporary ice provision. Any further delays will result in additional costs to the housing development.

6 Comments of Other Committees

None

7 Conclusion

7.1 The Council's aspirations for the development and improvement of Slough Ice Arena requires the facility to close for a minimum period of nine months to enable the works to be completed. The closure of the facility has received much

opposition from current users, who have requested a temporary facility to be provided.

- 7.2 Council officers have been approached by an ice provider with a proposal for a temporary ice scheme to cover the period of this closure at an estimated cost to the Council of around £632k. Due to the delay in the council making a decision on this scheme costs may further increase.
- 7.3 The provision of a temporary ice scheme will ensure that current users, a high percentage of young people who are resident in Slough, will be able to continue to skate, despite the temporary closure of the permanent facility. Continuity of service provision is an important area to consider for the successful re-opening of the facility in the autumn 2017.

8 **Appendices Attached**

1. Ice Arena catchment area

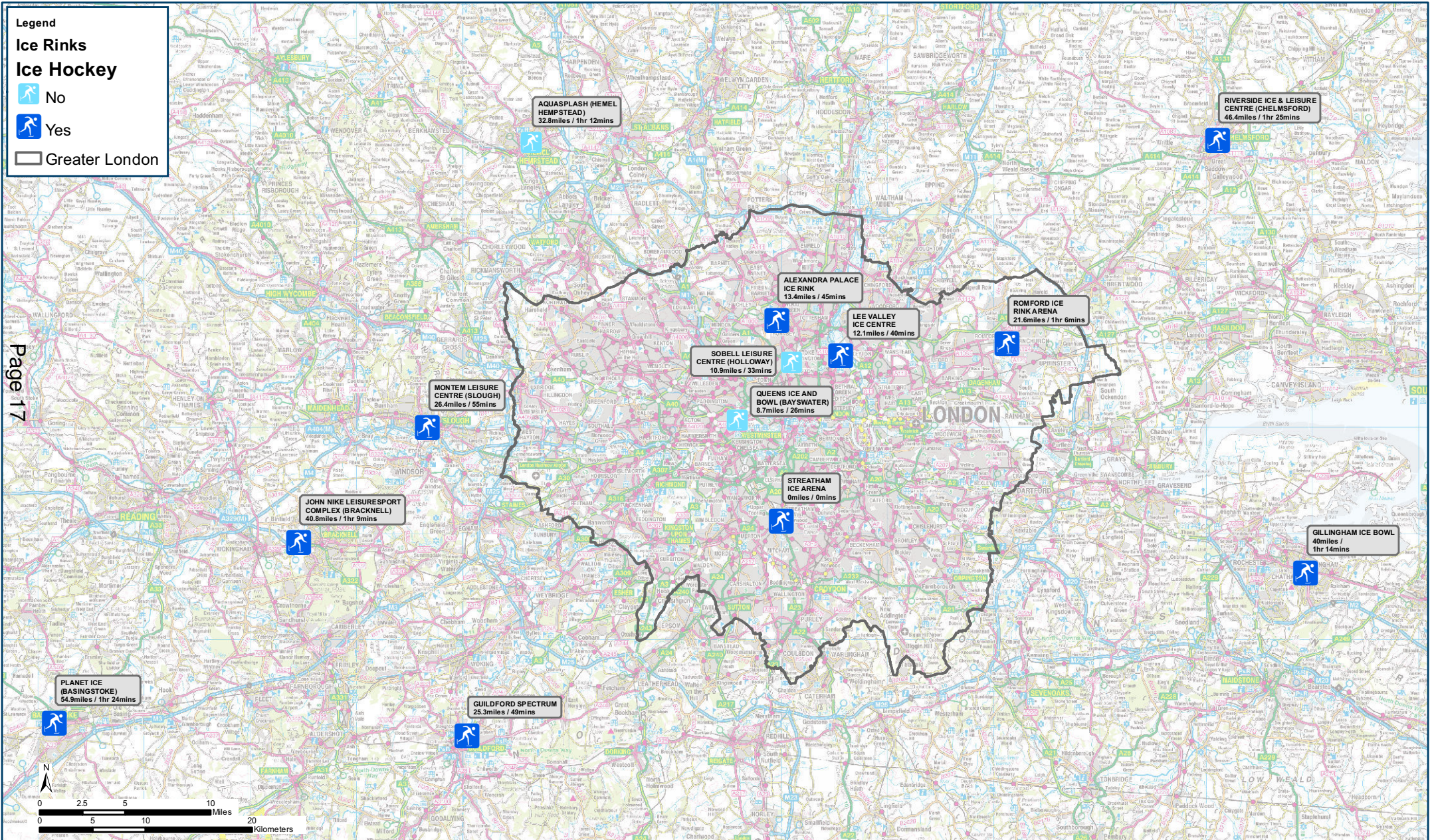
9 **Background Papers**

1. Leisure Strategy Cabinet Report – January 2016

This page is intentionally left blank

Ice Rinks within 55 miles drive distance of Streatham Ice Arena

 Ice rink data sourced from Sport England's national facility database - www.activeplaces.com

 Travel calculations (drive distance and drive time) sourced from the AA's Route Planner - www.theaa.com/route-planner


This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 14th July 2016

CONTACT OFFICER: Savio DeCruz – Head of Transport and Highways
(For all enquiries) 01753 875640

WARD(S): Haymill & Lynch Hill, Britwell & Northborough and Cippenham Green

PART I
FOR COMMENT AND CONSIDERATION

BURNHAM STATION – EXPERIMENTAL SCHEME

1 **Purpose of Report**

The purpose of the report is to provide the Overview and Scrutiny panel a summary of the Burnham Station Traffic experimental scheme. The report sets out the scheme detail and feedback received.

2 **Recommendations/ Proposed Action**

The Committee is requested to note the feedback and data gathered to show the results of the experimental scheme. The committee is requested to note that this report is being produced after the end of the full experimental scheme and this report presents the final data and results.

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

3a. **Slough Joint Wellbeing Strategy (SJWS) Priorities**

Priorities:

- Health: Providing transport facilities that ensure residents can access the health services they need.
- Economy and Skills – Continue to provide residents with access to essential services by improving connections and journey times between work, home, leisure, school and making alternatives to the car more attractive.
- Regeneration and Environment; Improving facilities and access to bus services to increase the use of sustainable form of transport.
- Housing: Improved public transport links to the area, with quicker journey times for the bus routes serving the area and giving greater choices for residents as to where they can live and access work and facilities.
- Safer Communities: Reduced traffic congestion at the location to improve the environment for residents at the location. This should make a place where people feel safe to live and visit.

Cross-Cutting themes:

Improving the image of the town: By enhancing the sustainable transport links to Heathrow Airport, London and beyond, improving access and reducing journey times of local bus services and general commuter traffic.

3b. Five Year Plan Outcomes

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay. By improving access from Burnham to Heathrow Airport from Slough Trading Estate through alternative forms of sustainable transport in this instance rail, with the a fully accessible station to appeal to more commuters.

4 Other Implications

a) Financial

The council submitted a separate business case to the LEP in March 2016 which identified the scheme would generate a medium to high return on investment. Analysis undertaken by the LEP's independent assessor recommended the funding for this scheme be approved by the Berkshire LTB.

Risk Management

Risk	Management of risk	Status
1 Unfavourable response to wider public consultation.	Public consultation and close working with Ward Members and NAGs. On-going dialogue with planning officers to address likely concerns.	Amber
2. Difficulty in co-ordinating the design and delivery of the wider access proposals with Crossrail programme.	Close working with Network Rail, First Great Western and Rail for London.	Amber
3. Additional car parking could require substantial earthworks and vehicular access could prove difficult.	Detailed engineering investigations and exploration of alternative options.	Amber
4. Objections to proposed traffic management measures.	Early engagement with stakeholders to address likely issues.	Green
5 Higher than expected costs.	Financial and project management.	Amber
6 Delays in procurement process.	Programme allows sufficient time for process.	Green

b) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications associated with the recommendations of this report.

In terms of legal implications, the traffic order will be processed under Road Traffic Regulation Act 1984 section 9 & 10

c) Equalities Impact Assessment

An Equalities Impact Assessment has been carried out. The following potential impacts, and their corresponding mitigations, were raised:

- Journey times potentially affecting road users in the area; this will be mitigated by improving various traffic signal junctions along the A4 and at the five points in Burnham.
- Free flowing traffic has now made it difficult for pedestrians to cross the road at various locations; new pedestrian crossings, a shared space and a 20mph zone will help improve accessibility and contribute to a safer environment.

(d) Workforce

No issues.

(e) Property

No issues.

(f) Carbon Emissions and Energy Costs

There will be no overall net increase in carbon emissions or energy running cost associated with this project.

5 Supporting Information

5.1 Burnham station is located between Burnham Lane and Station Road. The area is 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 has 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.

The council has been approached in the past by residents and local community groups to improve traffic flow and address commuter parking issues in the area. The traffic demand during the peak hours exceeds the current road hierarchy capacity around the Burnham Station area. Localised improvements such as carriageway widening, improved or new traffic signal junctions will not resolve the current traffic congestion throughout this area. Thus a more strategic re-routing of traffic has been sought that will force drivers to alter their journeys that will relieve certain road corridors of these high congestion levels experienced.

Transport modelling was commissioned by officers in 2014 to assess 12 different scenarios. The scenarios included reversing the one way on Burnham Lane, making Station Road one way northbound and then southbound and closure of Station Road. The report found that all options would result in an improvement around the station but would also have some impact on other local roads. This report formed part of the Significant Decision.

Officers set up a working group consisting of Network Rail, Crossrail, Rail for London, Great Western Railway 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 are meeting regularly during the experimental scheme in

order to work together on the various schemes at and around Burnham Station. A separate stakeholder group was also set up, comprising of ward councillors, neighbouring authorities (Buckinghamshire County Council, Burnham Parish Council, Taplow Parish Council, Dorney Parish Council), business groups, local interest groups and a local Tenants & Residents group. The groups meet bi-monthly and monthly respectively, and feedback on the experimental scheme is discussed as well as the wider plans for the station and proposed permanent scheme.

The council submitted a revised Business Case for the *Burnham Station and Access Improvements Scheme* to the Local Transport Body (LTB) in March 2016. The Business Case was audited by the LTB's external reviewers and was found to be compliant with the DfT's guidance on proportionate Business Cases. At the March 2016 meeting of the LTB, a full recommendation for approval of funding was proposed by the LTB. This recommendation has been accepted by the LTB and will result in the release of funding for the scheme beginning in the 2016/17 financial year.

In terms of the experimental traffic scheme, members agreed to initially proceed with the scheme option involving the full closure of Station Road. This process was subject to Scrutiny, Cabinet and Full Council before being approved.

The experimental scheme began on Friday 16th October at approximately midday. Phase 1 of the experimental scheme involved the full closure of Station Road at the railway bridge.

The Phase 1 experimental scheme involved the following:

- Full closure of Station Road at the rail bridge
- Reversal of one way system on Burnham Lane (between Buckingham Avenue and the south side of the railway bridge), from northbound to southbound
- Introduction of a mini-roundabout at the junction of Buckingham Avenue / Burnham Lane (towards railway bridge)
- Relocation of the bus stops (in both directions) from Burnham Lane to into the station 'triangle' area
- Making the station 'triangle' area one way northbound
- Residents parking scheme on Littlebrook Avenue
- Various traffic signal improvements throughout the area
- Signage and on-street works to notify drivers of the above changes

A report detailing the three-month summary of the Phase 1 scheme was produced, and is available to view at:

<http://www.slough.gov.uk/moderngov/documents/s40591/Burnham%20Station%20Traffic%20Scheme%20Report.pdf>

Following the month three report for Phase 1, SBC took the decision to trial a second experimental phase for the scheme, involving the northbound operation of Station Road as opposed to a full closure.

The Phase 1 scheme ran from Friday 16th October until the morning of Thursday 25th February 2016, Phase 2 began at approx. 11am on 25th February 2016.

The Phase 2 experimental scheme involved the following:

- Opening Station Road at the railway bridge, to northbound only traffic, from Stanhope Road to Burnham Lane
- Narrowing Station Road near the bridge to deter vehicles attempting to travel southbound under the bridge and to assist pedestrians crossing the road here
- Keeping some of the existing features of the current scheme including:
 - Station triangle being one way
 - Mini roundabout at the junction of Burnham Lane with Buckingham Avenue
 - Bus stop location remaining on Station Road at the triangle (in both directions)
- New direction and information signs
- Traffic signal works to support the new scheme

The Phase 2 scheme has been in place for approx. four months at the time of writing this report.

The Council's Cabinet approved the proposed permanent scheme for consultation and formally approved the funding arrangements at the cabinet meeting on 27th June 2016. The consultation for the permanent scheme is now underway until July 23rd and drop in sessions were undertaken from June 28th – 30th June. The offer of the Berkshire Local Transport Body to provide £2m towards the cost of the Burnham Station improvements was formally approved. The terms of the offer, including the need for the remainder of the scheme cost- approximately £100k, to be met by section 106 contributions identified from the Burnham Area have been formally approved by cabinet.

5.2 Consultation process:

The procedure for consultation as part of an experimental traffic order is such that consultation begins once the scheme is operational. In this case the consultation for Phase 2 began on 25th February 2016.

The scheme was publicised via various council channels, including:

- Press release and media enquiries
- Social media updates, including on the new Transport for Slough Facebook page, which was not in place for Phase 1 of the experimental scheme
- Emails to stakeholders including schools, affected members, local groups and station stakeholders (e.g. SEGRO, Great Western Railway)

This highlighted the various methods to contact the council with feedback on the scheme:

- Online SurveyMonkey questionnaire (NB separate questions to the Phase 1 survey)
- Writing to the council
- Emailing TfS@slough.gov.uk
- Discussing on the TfS facebook page www.facebook.com/TransportforSlough

5.3 In total 885 responses were received with regard to both consultation exercises - 762 responses for the closure and 123 responses for the northbound option.

The full breakdown of the consultation results has been provided on the Slough website as follows:

<http://www.slough.gov.uk/parking-travel-and-roads/burnham-station-traffic-scheme.aspx>

Table 1 provides a summary of the Phase 1 consultation results and Table 2 provides a summary of Phase 2 consultation up until 12th May 2016 as an indicator of the Phase 2 results to date. Further detail on the surveys and consultation results can be seen in appendices 1 to 7 of this report.

Table 1: Phase 1 Responses (16th October 2015 – 25th February 2016)

Question	Responses (largest in bold)
1.The scheme has stopped people turning right from Burnham Lane into Station Road at the triangle, and moved the bus stops away from Burnham Lane. Has this made the traffic better or worse on Burnham Lane?	<ul style="list-style-type: none"> ○ I think the traffic is better (34%) ○ I think the traffic is worse (47%) ○ I think the traffic is about the same (12%) ○ Don't know (8%)
2.A new mini roundabout has been put in at the junction of Burnham Lane and Buckingham Avenue. Do you think the mini roundabout is a good idea?	<ul style="list-style-type: none"> ○ Yes (42%) ○ No (46%) ○ Don't know (13%)
3.Burnham Lane between the A4 and the new mini roundabout has been changed from one way northbound to one way southbound (under the railway bridge only). Do you think this new system works?	<ul style="list-style-type: none"> ○ Yes (24%) ○ No (66%) ○ Don't know (11%)
4.The scheme has closed the road to traffic at the railway bridge on Station Road Burnham. As a driver / passenger, has this made your journey:	<ul style="list-style-type: none"> ○ Better (14%) ○ Worse (79%) ○ About the same (4%) ○ Don't know (3%)
5.The scheme has closed the road to traffic at the railway bridge on Station Road Burnham. As a pedestrian / cyclist, has this made your journey:	<ul style="list-style-type: none"> ○ Better (12%) ○ Worse (26%) ○ About the same (26%) ○ Don't know (36%)
6.Do you think the scheme has improved access to Burnham train station for drivers?	<ul style="list-style-type: none"> ○ Yes (14%) ○ No (69%) ○ Don't know (17%)
7.Do you think the scheme has improved access to Burnham train station for those on foot / bike?	<ul style="list-style-type: none"> ○ Yes (18%) ○ No (42%) ○ Don't know (40%)
8.Do you think the area around Burnham train station has been made safer for those on foot / bike since the scheme has been in place?	<ul style="list-style-type: none"> ○ Yes (20%) ○ No (52%) ○ Don't know (28%)
9.Has the experimental scheme made your journey better or worse overall?	<ul style="list-style-type: none"> ○ Better (19%) ○ Worse (81%)

Table 2: Phase 2 Responses (26th February 2016 – 12th May 2016)

Question	Responses (largest in bold) – NB all questions were single-choice answers except Q3.
Q1: The scheme has allowed one way northbound traffic on Station Road. Has this made the traffic better or worse in general?	<ul style="list-style-type: none"> ○ I think the traffic is better (69%) ○ I think the traffic is worse (21%) ○ I think the traffic is about the same (9%) ○ Don't know (1%)
Q2: In your experience has the northbound scheme reduced traffic congestion on the A4 Bath Road?	<ul style="list-style-type: none"> ○ Yes (54%) ○ No (12%) ○ Traffic congestion is about the same (23%) ○ Don't know (7%)
Q3: In your experience has the northbound scheme improved access to / from the Cippenham area?	<p>(NB multiple choice question)</p> <ul style="list-style-type: none"> ○ Yes, access TO the Cippenham area has improved (25%) ○ Yes, access FROM the Cippenham area has improved (58%) ○ No, access TO the Cippenham area has got worse (15%) ○ No, access FROM the Cippenham area has got worse (7%) ○ Don't know (6%) ○ Not applicable / don't travel to/from Cippenham (15%)
Q4: Burnham Lane between the A4 and the new mini roundabout remains one way southbound (under the railway bridge only). Do you think this new system works well in conjunction with the one way northbound on Station Road?	<ul style="list-style-type: none"> ○ Yes (72%) ○ No (21%) ○ Don't know (7%)
Q5: As a driver has the northbound scheme improved your access to / from Burnham train station?	<ul style="list-style-type: none"> ○ Yes (63%) ○ No 18% ○ Don't know (3%)

	<ul style="list-style-type: none"> ○ Not applicable (16%)
Q6: As a pedestrian / cyclist has the northbound scheme improved your access to / from Burnham railway station?	<ul style="list-style-type: none"> ○ Yes (20%) ○ No (27%) ○ Don't know (4%) ○ Not applicable (50%)
Q7: Has the relocation of the bus stops to the railway triangle improved access / reduced delays?	<ul style="list-style-type: none"> ○ Yes, I use the bus and it has improved my journey (3%) ○ Yes, it has improved my journey by car locally (30%) ○ No, I use the bus and it hasn't improved my journey (2%) ○ No, it hasn't improved my journey by car locally (15%) ○ Don't know (16%) ○ Not applicable (37%)
Q8: Do you think the area around Burnham train station has been made safer for those on foot / bike since the scheme has been in place?	<ul style="list-style-type: none"> ○ Yes (26%) ○ No (45%) ○ Don't know (20%) ○ Not applicable (9%)
Q9: Has the experimental scheme made your journey better or worse overall compared to the area prior to both experimental schemes?	<ul style="list-style-type: none"> ○ Better (72%) ○ Worse (28%)

When comparing responses to the questions in the Phase 1 survey to those in the Phase 2 survey it is clear that responses to the Phase 2 scheme are much more positive in terms of support for this phase of the scheme. This can be most easily seen in the responses to question 9 - *'Has the experimental scheme made your journey better or worse overall?'* For Phase 1 the result was very negative with 81% of respondents saying their journey had been made worse, for Phase 2 however 72% of respondents stated that their journey is now better.

5.4 Prior to the closure, during the full closure, and throughout the northbound scheme, surveys were undertaken in a number of locations covering a 2km radius in order to measure the traffic volume and speed (see webpage). Automatic Traffic Counters were placed on key roads in the area. A summary of the results from these ATCs is presented in Table 3. This is informed by data up to 8th May 2016; additional data covering the coming weeks will be included in the updated appendices in early June. The ATC data is summarised by comparing both Phase 1 and Phase 2 with the 'before' data. It is clear that the road network, in spite of modifications to a number of junctions along the A4 was not able to disperse the traffic to reduce delays, as a result the decision was taken to make the change. The change to northbound on Station Road had a positive result for the A4 and the Cippenham area but in addition did not negate all the benefits on Burnham Lane which were realised under the full closure.

Table 3 ATC Volume and Speed Data

Location of ATC	Traffic volume trends		Traffic speed trends	
	'Before / Phase 1'	'Before / Phase 2'	'Before / Phase 1'	'Before / Phase 2'
Dover Road (at bridge)	Overall there has been a rise in traffic levels since the week of the closure, in the region of +10%. As expected there is a dip in traffic levels over the Christmas period.	There has been a very slight decrease in traffic volumes along Dover Road since the introduction of the northbound scheme. This is only in the region of 1% however.	There are slight fluctuations in speed throughout the time before the full closure of Station Road and during the closure however, overall speeds have stayed relatively consistent with a rise over Christmas correlating with the reduction in traffic volume.	Speeds have stayed similar before any scheme and during the northbound only scheme.
A4 Bath Road (to the east of Huntercombe Spur roundabout)	Traffic levels before any scheme was introduced were approximately 7% higher than traffic levels at the time when Station Road was fully closed.	When comparing traffic levels before the closure of Station Road and during the northbound scheme it can be seen that levels have remained extremely similar with no average increase	Traffic speeds have fluctuated during this period, especially the AM peak speeds. Over the Christmas period there was a large decrease in the mean weekly speeds but an increase in the AM and PM peak speeds.	When comparing speeds along the road before Station Road was closed and during the northbound only scheme it can be seen that speeds are very similar, with only a very slight decrease noted.

		recorded.		
A4 Bath Road (to the west of Stowe Road)	Traffic levels along this section of the Bath Road had risen by approximately 8% after the full closure of Station Road.	When the full closure of Station Road moved to the northbound only scheme traffic levels rose further so that they were 9% higher than levels before any scheme was in place.	Mean speeds have fluctuated considerably over this time. An increase in speeds over the Christmas period was noted but overall there was a slight decrease in speeds.	When comparing speeds before any scheme and during the northbound only scheme it has been noted that they have stayed relatively consistent, although overall there has been a small decrease which is most obvious in the PM peak speeds.
Burnham Lane (to the south of the Buckingham Avenue junction, near the railway bridge)	Changes along Burnham Lane have been quite marked. There was a significant rise in traffic levels after the closure of Station Road. This increase is in the region of 31%. A large decrease in traffic levels however is observed in the week of and following the closure of the road.	The increase in traffic levels is even more apparent when comparing the levels before any scheme and during the northbound only scheme. Here the increase is in the region of 66%. This can be correlated with the reversal of Burnham Lane to southbound at the railway bridge, and the closure of Station Road to southbound traffic, increasing traffic on this new southbound section.	Speeds have stayed relatively consistent apart from a large decrease along the road the week that the full closure was implemented. Overall however there has been a slight rise in speeds.	The northbound scheme did not result in a significant change in speeds on Burnham Lane. A slight rise in the mean AM and PM peak speed is noted.
Buckingham Avenue (to the east of Henley)	Traffic levels along Buckingham Avenue have stayed relatively consistent.	The increase in traffic levels after the re-opening of Station Road northbound	Traffic speeds along this road decreased slightly during the full closure of Station	Speeds along this road during the northbound only scheme were almost identical to the time

Road)	Overall there was a 1% decrease in traffic levels after the closure of Station Road, probably due to the effect of Christmas.	compared to before any scheme was around 2%.	Road, this was most apparent in the PM mean speeds.	before any scheme was implemented.
Station Road (south of railway bridge)	After the full closure of Station Road, as would be expected traffic levels dropped off dramatically. An 87% decrease in levels was calculated.	Since the road has been re-opened northbound traffic levels have started to rise again, the decrease is now approximately 52%.	Traffic speeds along Station Road rose just after it was closed. During the closure speeds stayed consistent.	Since the re-opening of the road in a northbound direction speeds have risen. They are now around 5 mph faster than they were before any scheme was in place.

- 5.5 The full closure of Station Road provided improvements on the road network specifically around Burnham Lane and Station Road. The area directly outside the station became more pedestrian/cyclist friendly with fewer cars travelling through. However, in terms of dis-benefits the road network on the A4 and Cippenham local roads were adversely affected.
- 5.6 The northbound option resulted in fewer issues on the A4 and in Cippenham with traffic on Burnham Lane still flowing well. Outside the station has seen an increase of through-traffic but has seen a drop in the pedestrian feel, this can be re-established in the permanent scheme through the public realm design. There are still a number of changes that need to be implemented to improve safety around the station, these will include a 20mph zone, pedestrian crossing points and a shared space which in turn are expected to reduce the collisions that have occurred since implementing the northbound option. Improvements will also be made to the Burnham Lane Buckingham Avenue roundabout junction, which will reduce speeds and provide better pedestrian crossing points, these elements will be included in a separate local consultation and will feed into the final design.
- 5.7 Overall the experimental scheme can be seen as a positive change to the area with traffic moving across the network in a more efficient way. The scheme has enabled the council to improve access to the station, reduction congestion and with the permanent scheme deliver economic growth. There were two stakeholder groups initiated as part of the scheme.
- 5.8 The permanent scheme proposed for Burnham will include the following elements:
- Northbound traffic only on Station Road (Stanhope Road to Burnham Lane)
 - Shared space inside/outside the station
 - 20 mph zone covering the Burnham triangle (separate consultation)
 - New zebra crossings on Burnham Lane adjacent to the station
 - A full upgrade to the Five Points junction including MOVA upgrade
 - MOVA/minor traffic signal upgrades to St Andrews Way, Elmshott Lane and Burnham Lane junctions
 - Permanent relocation of the bus stop outside the station (in both directions)
 - New car park facility (min 36 spaces)
 - Taxi provision/Electric Charging Points

6 **Comments of Other Committees**

Please refer to O&S minutes dated: 10th September 2015, 20th January 2016, 29th March 2016 and cabinet minutes dated 27th June 2016.

7 **Conclusion**

The results from both consultations has indicated that residents and stakeholders favour the northbound option to the closure, this does limit some of the regeneration options but still leaves the council opportunities for later consideration which will be addressed as part of the local plan review. The process has proved successful and enabled the council the opportunity to trial changes along the road network which has resulted in a number of journey time improvements. The permanent scheme design will further enhance the area and improve the customer experience for those using the station.

Members are requested to note the feedback and data gathered from phase 2 of the experimental Burnham Station Traffic Scheme.

8 **Appendices**

The following appendices were included in the report to Cabinet on 27th June, and can be viewed at:

<http://www.slough.gov.uk/moderngov/ieListDocuments.aspx?CId=109&MId=5797&Ver=4>

- Appendix 1 - Scheme Leaflet
- Appendix 2 - SurveyMonkey analysis
- Appendix 3 - Schools feedback
- Appendix 4 - Email feedback
- Appendix 5 - Other Stakeholder feedback
- Appendix 6 - Journey time surveys
- Appendix 7 - Automatic Traffic Counts

9 **Background Papers**

Detailed information such as traffic survey data, updated SurveyMonkey data, stakeholder feedback, and a scheme design proposal can be seen on the council's website at <http://www.slough.gov.uk/parking-travel-and-roads/burnham-station-permanent-scheme.aspx> .

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee
DATE: 14th July 2016
CONTACT OFFICER: Roger Parkin – Strategic Director Customer and Community Services
(For all enquiries) (01753) 875207
WARD(S): All

PART I

FOR COMMENT AND CONSIDERATION

**PROGRESS ON THE THAMES VALLEY TRANSACTIONAL SERVICE CENTRE
(Report covering the period of April 2015 to March 2016)**

1 Purpose of Report

The purpose of this report is to provide Overview and Scrutiny Committee members with a strategic overview of contractual performance for the Thames Valley Transactional Services Public Private Sector Partnership. The period of reporting covers contract year 4 (April 2015 – March 2016)

2 Recommendation(s)/Proposed Action

The committee are asked to note arvato's performance in delivering the Thames Valley Transactional Services contract for the period of April 2015 – March 2016 and advise of any specific reporting requirements for future scrutiny board meetings.

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

3a. Slough Joint Wellbeing Strategy Priorities

The services in scope of the partnership link to the overall effectiveness and efficient running of the council. For all services in scope, arvato have sought to streamline processes implement contractually agreed service improvements whilst securing a step change in performance year on year with Contract Year 4 being no exception. The Partnership directly supports the Council's medium term financial strategy through optimising and prioritising the 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

The partnership remains committed to delivering against its Civic responsibilities and this contract year has seen arvato continue their commitments to Aspire as an active member of their board.

More recently arvato have joined the Slough Business Community Partnership and for the second consecutive year have sponsored the Slough award for Innovation to successful local businesses.

arvato continue to be actively involved in various local initiatives to help support the borough and its residents. These have included involvement in Slough Smart Commute and raising money for their chosen charity through a multitude of activities

Under the umbrella of the partnership, arvato continue to explore new opportunities to engage and support slough based initiatives, previous examples of this have included investing resources in facilitating workshops in schools relating to poverty awareness, with a primary focus on how to avoid key problems, where to seek help and how the Council supports those in need.

Five Year Plan

As part of the annual contract review, KPI's are regularly reviewed and service priorities are realigned to ensure that outcomes identified in the 5 year plan relating to council tax and business rates income collection are considered in line with the contractually agreed targets. Directorate specific projects relating to service specific requirements are subject to ongoing scoping and discussions with arvato.

4 Other Implications

(a) Financial

Annual increases to Council Tax and Business Rates collection performance measures compared to previous years will undoubtedly boost the Council's overall collection rates and increase income for the Council to assist in bridging the funding gaps

(b) Risk Management (Compulsory section)

Risk	Mitigating action	Opportunities
Legal	The contract has built in flexibility which enables changes to be appropriately considered using the change control mechanism Furthermore the Contract governance structure includes for regular review of any change controls to ensure that the contract administration remains compliant	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 and the risk has transferred to arvato	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 lease. So allows for easily commute from SMP to Phoenix one for meetings / service issues
Human Rights	Not applicable	
Health and Safety	arvato have access to their own corporate Health and Safety services	The Council has 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. This is performance managed as part of the reporting process to Scrutiny
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 take up.
Financial	Agreed pricing model , KPI framework and Payment mechanism which can be	Allows the partnership the flexibility to focus on emerging priorities faced

	reviewed annually as the councils priorities change	by the council and the services it delivers to ensure the most appropriate direction of travel as determined by the Council
Timetable for delivery	The contract is in place for a period of 10 years from April 1 st 2012 – March 2022. This means that both Phase 1 & Phase 2 services run concurrently	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 Act Implications.

(d) Equalities Impact Assessment

Equalities Impact Assessments are undertaken by the Client team as new legislation and policies emerge

(d) Workforce

Approximately 100 staff were TUPE'd successfully as part of the procurement process on existing terms for Phase 1 services. A further 98 staff were successfully TUPE'd as part of Phase 2. 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**

See Appendix 1 for full Annual review report covering contract year 4
Appendix 2 for performance outturn 15/16

6 **Comments of Other Committees**

None relevant.

7 **Conclusion**

From a strategic perspective the contract continues to go from strength to strength year on year, with successful achievements in the development of their Apprenticeship Academy, growth and expansion of arvato's private sector business operations in Slough which are increasing employment opportunities for Slough residents. In this Contract year alone, committee are asked to note that arvato's commitment to the borough has seen an additional 200 jobs created for Slough residents. Further details are provided in Appendix 1 Annual review report

The added value of the Strategic Partnership allows the Council to leverage the wider skill and expertise for Council projects that sit outside of the contract delivery,

i.e. The Curve, set up of Slough Children Services Trust, The council's strategic ambition to become a digital council by 2017, Five Year Plan, Council's strategic re-provision programme, and the implementation of the Council's new ERP Solution as well as the wider contribution to fulfil their Corporate Social Responsibilities.

Operationally, during the period of April 2015 – March 2016, performance for all services in scope for contract year 4 have seen a demonstrable step change in improvement compared to the previous contract year.

Performance against the Contract year KPI has seen the majority of targets met, in many cases exceeded with a small number falling just short of the annual target despite a clear illustration of improvement against previous year's outturn. An analysis of contract year 4 performance is currently being undertaken by the Contract Management function and mitigation has been discussed and actions agreed to ensure resilience and improvement in readiness for contract year 5.

8 **Appendices Attached (if any)**

Appendix 1 – Annual Review Report

Appendix 2 – Performance Outturn for Contract year 4

9 **Background Papers**

None.

This page is intentionally left blank

Slough and arvato Strategic Partnership Annual scrutiny summary Contract Year 4, 2015/16

Page 39

- 1.0 Strategic summary
- 2.0 Operational performance
- 3.0 Service developments





1.0 STRATEGIC SUMMARY

1.1 Strategic Summary - Executive Summary

2015/16 has proven to be a year of significant change for both arvato and Slough Council with many of those changes been felt throughout the partnership.

arvato have supported a number of Slough's strategic initiatives in the last twelve months ranging from outsourcing of Children's Services activities in support of setting up the new organisation, to the implementation of the Councils new financial platform, to rolling out IT for an extensive accommodation strategy and Curve activity.

These undertakings are in addition to extensive BAU activities where we continue to push year on year performance. This is particularly key in the services with external public facing functions such as Revenues and Benefits or Customer Services, which have both seen strong gains on last years results. Revenues collections were up on 14/15 in both Business Rates and Council Tax whereas Customer Services saw gains on nearly every key indicator, delivering a consistently better service to the public. Statistics shown on page 15 & 16 of this report highlight the positive journey these services have gone through since arvato first took them on and even tougher 16/17 targets show our commitment to continuous improvement.

Transactional Finance and Transactional HR & Payroll have spent significant time working on the agresso transition, whilst still delivering KPI performance. In recent months our AP function have encountered difficulties following the formal agresso go live, however services are now back to pre implementation levels and we have been able to take real learnings from those challenges with the Council now better empowered to enforce financial procedures and policies in a much more rigorous manner.

1.2 Strategic Summary - Executive Summary

Finally, our ICT team in Slough has delivered a major part of its service improvement programme for Slough, by implementing a new IT infrastructure consisting of new Citrix servers as well as rolling out over 800 new thin client devices for Council and partner employees. A Wi-Fi solution went live at St Martins Place and good progress was made with the PSN auditor around our plans for the remainder of 2016. The Councils accommodation strategy Phase 1 was also concluded which was again a great success.

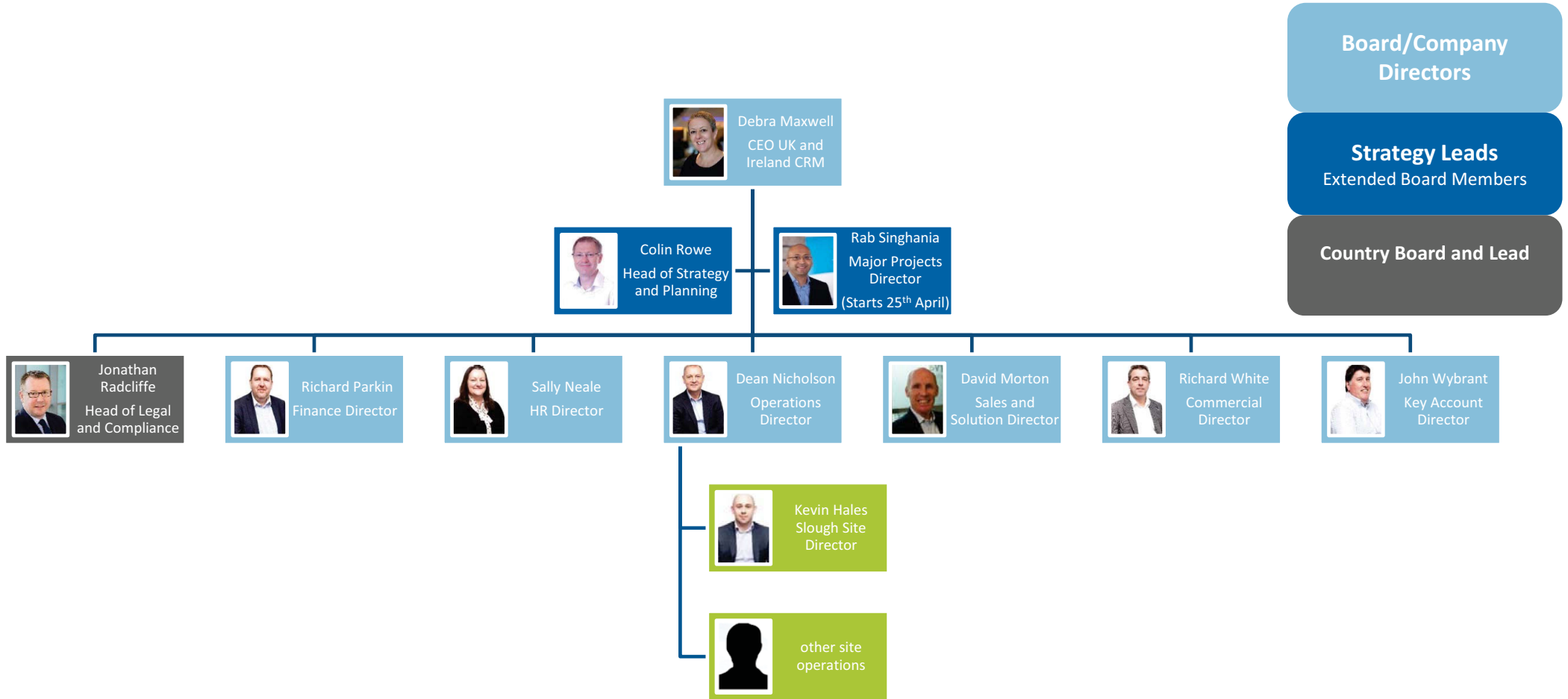
Away from the operational performance, in line with our original pledge and relocation of our main offices to Slough we have grown from around 100 original TUPE staff to in excess of 600 FTE by Q4 of 2016. One of the main drivers of this increase is the relocation of our contact centre business to Slough supplemented by our recent addition of BMW. Furthermore, our recent inclusion of our Irish businesses under one UK and Ireland umbrella presents great opportunities to share and learn from innovations at the leading edge of customer engagement.

As was highlighted at the previous scrutiny meeting, our contract does include a modest profit share provision which is focussed around the local government basket of services. Whilst the details of that provision are commercially sensitive there is an ongoing commitment to it from both parties with the main driver being the continued growth of activity here in Slough rather than the profits it creates. That said, the local government sector is a particularly challenging market and it has been the case that arvato have had more success in the private sector arena in recent years. We would hope the committee note the additional benefits to the town this brings, albeit in a different guise to the traditional contracted profit share arrangement.

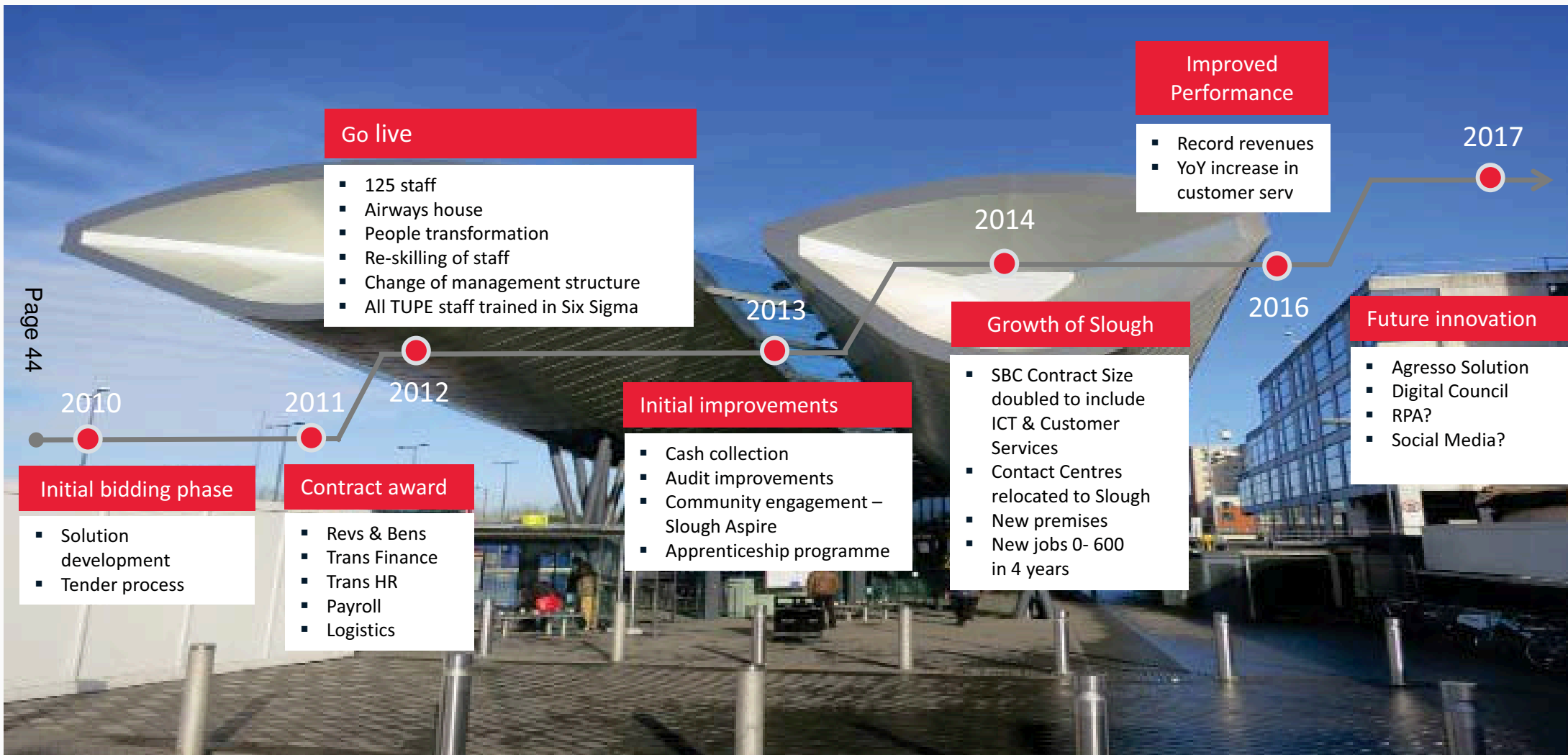
Over the next few pages we hope to show some of things we have changed highlighting our commitment to the town as a great place to do business and show what our partnership has been able to bring to Slough. We will continue to deliver ongoing operational improvements whilst taking a flexible approach to partnership working, leveraging our cross functional experience and knowledge on Sloughs behalf as well as the value we hopefully bring to the Slough community.

1.3 Strategic Summary - Updated arvato board Structure

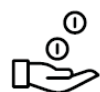
Page 43



1.4 Strategic Summary - The Partnership Journey



1.5 Strategic Summary - Slough Service Portfolio



Revenue Collections

- Council Tax Collections
- Business Rates Collections
- Overpayment Recovery
- Debt recovery
- Billing



ITC Services

- Networks, Servers & Applications
- Service Desks & Desktop support
- Development and Project Management
- PC's, Mobile devices and phones
- Architecture & Design



Customer Services

- Contact centre - Calls and emails
- Front of House Services including;
Schools Admissions
Elections
Housing Triage



Housing Benefit Claims

- New and Case Management
- Fraud
- Benefits Payments Services



Logistics

- Postal collection and delivery across all Council sites
- Document Management



Payroll & Transactional HR

- Consultancy & Training, L & D
- Recruitment



Transactional Finance

- AP & AR
- Reconciliation & Accounting
- Procure to Pay

Additional Services



Strategic Projects

- Agresso
- Children's Services Transition
- Mott MacDonald Transition



Cyber Security

1.6 Strategic Summary - Our apprenticeship committment

Contract Year	Target No. of apprentice positions	No. of Apprentice Positions filled	% Successful qualification achievement	No. retained in full time positions and functional areas
Year 1	6	5	100%	3 - Finance, Benefits and Transactional-HR
Year 2	6	6	100%	4 - Logistics, Customer services x3 and Transactional-HR
Year 3	6	7	71%	4 - Customer Services x2, HR Services and Transactional-HR
Year 4	9	16*	TBC	TBC ** - HR x2
YTD Total	27	34		

* Two Intakes in Sept 2015 (11) & April 2016 (5) **2 FTE already confirmed in full time positions

- From the stats above as at 1st July 2016 we have 10 previous apprentices in full time employment in arvato.
- arvato continues to support apprentices in Slough with it acting as a key pillar of our recruitment and local engagement strategy. As the figures above show we are currently running ahead of annual targets and expect that trend to continue as we are able to expand our operations in Slough.
- We recently partnered with Fujitsu to run a 'Get Into Technology' programme on behalf of The Prince's Trust, to offer two local young people 12-month ICT apprenticeships in Slough. Two candidates from the programme were chosen to join arvato based on their enthusiasm, willingness to learn, ability to challenge themselves and to develop their careers. Zain Malik and Ravenveer Dhaliwal will join our business in Slough and commence a year's long ICT apprenticeship.

1.7 Strategic Summary – Social engagement

SLOUGH ASPIRE AND COMMUNITY ACTIVITIES

- arvato's engagement in the local community from both a charity and business perspective remains a fundamental part of how we do business here in Slough. We continue to hold a founding Board member position with Slough Aspire as well as recently joining the Slough Business Community Partnership organisation. In further support of local business we recently sponsored the innovation award for the second year running at the Slough Business awards.
- Alongside our work as a Patron of The Prince's Trust we support local charity activities with many of our staff having engaged in various activities during the year with some examples listed below;
 - Our Customer Service Operations Manager visited Cluj Napoca in the Transylvania region of Romania, to support an orphanage and social project organised by a local church in Slough
 - A member of the arvato Corporate HR team underwent a 13,000ft sky dive to raise money for the Aspiring Communities charity raising £1,320
 - Employees in Phoenix One participated in fundraising for a number of national events including Macmillan in The World's biggest coffee morning, Breast Cancer Care in its 'Wear it Pink' campaign, activities for Comic Relief and Marie Curie raising over £1,000
 - Employees took part in the Palace to Palace Bike ride from Buckingham Palace to Windsor Castle, supporting the arvato corporate charity The Prince's Trust
 - Staff have also supported the Sunflower Walk for Thames Valley Hospice and the local charity Khalsa Aid to help the Nepal Earthquake relief effort.

1.8 Strategic Summary - BMW Customer Interaction Centre

DEAL SUMMARY

- Provision of Customer Interaction Centre Services for BMW Sales and Finance Companies
- 5 year contract starting Jan 2017 (phased transition of services commencing July 2016)
- Cross Solution Group deal – CRM and arvato Financial Solutions working together
- Representing BMW, Mini, Motorrad and Rolls Royce brands
- Arvato UK's first 2nd generation outsource deal (taken from the incumbent and also market leaders)

1.9 Strategic Summary – BMW growing Slough operations



SERVICE OVERVIEW

- **200** Standard and Specialist agents based in a highly customised “customer interaction centre” in arvato **Slough HQ**
- 27 “implant” agents will be on site at BMW UK HQ
- Our teams will provide multi channel support for prospective and existing customers together with authorised dealers
- Initial services include telephone, email and white mail. Future channels include Social Media & Web Chat
- 24 X 7 support in Slough for next generation connected car customers



2.0 OPERATIONAL PERFORMANCE

2.1 Performance – Revenues years 1 - 4

SLOUGH Contract Year	Council Tax Collections				Business Rates Collections			
	Collection Rate %	YoY Change %	Total Collected £'000	YoY Change £'000**	Collection Rate %	YoY Change %	Total Collected £'000	YoY Change £'000**
12/13	95.3%		46,148		94.9%		88,760	
13/14	94.8%	-0.5%	49,872	3,724	96.2%	+1.3%	92,156	3,396
14/15	96.0%	+1.2%	51,673	1,801	96.8%	+0.6%	94,374	2,218
15/16	96.5%	+0.5%	53,590	1,917	97.1%	+0.3%	96,605	2,231
15/16 vs 12/13		+1.2%		+7,442		+2.2%		+7,845

* 13/14 decrease related to change from CTax benefit to CTax Support vs 12/13

** Includes +/- effect of annual changes to the collection base, not just % change.

- Council Tax collections now 1.2% better in 15/16 than in 12/13 collecting over £7.4m more annually
- The Business Rates team collect over £7.8m additional revenue and is circa 2.2% better than in 12/13
- The project in Business Rates to increase the collectable debit is complete . Additional debits totalling £2.05m has been raised in respect of new properties with rateable value increases totalling £7.07m.
- Following an outbound Cust. satisfaction survey, the overall satisfaction level is 80.19 % for Revenues and Benefits, 88.18% for benefits and 71.57% for council tax . This is a significant improvement on the results from 2 years ago (79.17% for benefits and 60.22% for council tax) especially when we consider we are pushing customers harder for payments.

2.2 Performance – Customer Services years 1 - 4

SLOUGH	Customer Services - Contact Centre					Customer Services - Front of House				
Contract Year	Contact Volumes '000	Overall answered %	YoY Change %	Answered Within 30 seconds %	YoY Change %	Contact Volumes '000	Overall Seen %	YoY Change %	Seen Within 30 minutes %	YoY Change %
12/13	220,000	67%		32%		65,000	99%		53%	
13/14	228,000	71%	4%	39%	7%	62,000	98%	-1%	53%	0%
14/15	223,000	81%	10%	52%	13%	63,000	96%	-2%	71%	18%
15/16	228,000	83%	2%	57%	5%	56,000	97%	1%	81%	10%
15/16 vs 12/13			+16%		+26%			-2%		+28%

- On average we are speaking to and seeing over 25% more customers within our 30 seconds and 30 minute SLA targets, with further increases planned for 16/17
- Customer Service improvements have been delivered against a backdrop of a circa 20% staffing reduction since arvato took on the service, a direct saving to our client built into our long term deal.
- Reduction of 'overall seen %' is an indicator of channel shift away from Face to Face contact to the contract centre with the next step to drive customers further towards the Self Serve solutions we have implemented, ie Ctax, Business Rates portal.

2.3 Operational Performance – Self Service update

REVENUES AND BENEFITS SELF SERVE

	Cumulative to date
Number of users registered	5,319
Number of Council Tax payers using the service to sign up for direct debit	2,653
Number of Council Tax payers using the service to notify a change of address	2,333

- Good progress in Ctax Self serve usage with sizable monthly increases in users and planned publicity to continue throughout 2016/17 including a second prize draw (subject to Council approval)
- Business Rates uptake remains underwhelming which is something we will need to address in coming months

TRANSACTIONAL FINANCE PAYMENT KIOSKS

- Kiosks were implemented at Landmark Place in April 2015, and at the libraries in August 2015.
- Total payments taken by kiosks is £1.37M
- Total no. of transactions is 11,300
- Of the £1.37M taken, 40% was by cash payment. Library kiosks are 'card only', LMP takes cash & card.
- 84% of the total transactions took place at LMP. Discussions to be held over future kiosk strategy.

2.4 Operational Performance - 15/16



Revenues and Benefits

- Council Tax collection rate was 0.62% higher than 2014/15, with an additional £1.9M collected.
- Business Rates has exceeded target, 0.32% higher than 2014/15.
- Benefits new claim achieved target despite a difficult year.
- Despite LA Error being off target all year, it successfully reached 0.45% in March well below key target of 0.48%



Logistics

- No KPI failures in 2015/16
- Archiving – collections and deliveries have continued in a timely whilst spending considerable time and effort in process improvements for future peace of mind.
- Smooth operational delivery throughout extensive Council Accommodation strategy



Transactional Finance

- Consistent high performance on KPI's (KPI's suspended Feb/March)
- Overall rate of collection for AR Debt = 98%
- Approx 7,500 current tenants served (quarterly statements; DDs; Housing Benefit changes), and 1000 former tenant cases managed
- Assisted the council with their change of Bank Accounts project.
- Successful provision of services to Mott MacDonald & Slough Childrens Services Trust
- Implemented self service payment kiosks at LMP & Local Access Points in the borough

No of payroll transactions

52,150

No of Benefits claims processed

4,456

Total CTAX Debt Collected

£53.6M

Total Business Rates Collected

£96.6M

No of Creditor payments

21,500*

Total Debt raised

£26.6m*

Number of postage items processed

264,188*



Customer Services

- The KPIS's went live this year and were all achieved
- FOH – engagement activity with Housing has seen improved partnership working.
- Contact Centre – Has seen continued improvement against KPI's and met all annual targets. There have been considerable improvements in Q3 & 4, vs previous years.
- Team has dealt with increased volumes on elections and Schools admissions with minimal impact to the Council.
- First Contact Resolution jointly with Revs & Bens has meant a reduction in repeat calls/visits as staff have the acquired knowledge and systems access to resolve queries at first point of contact.

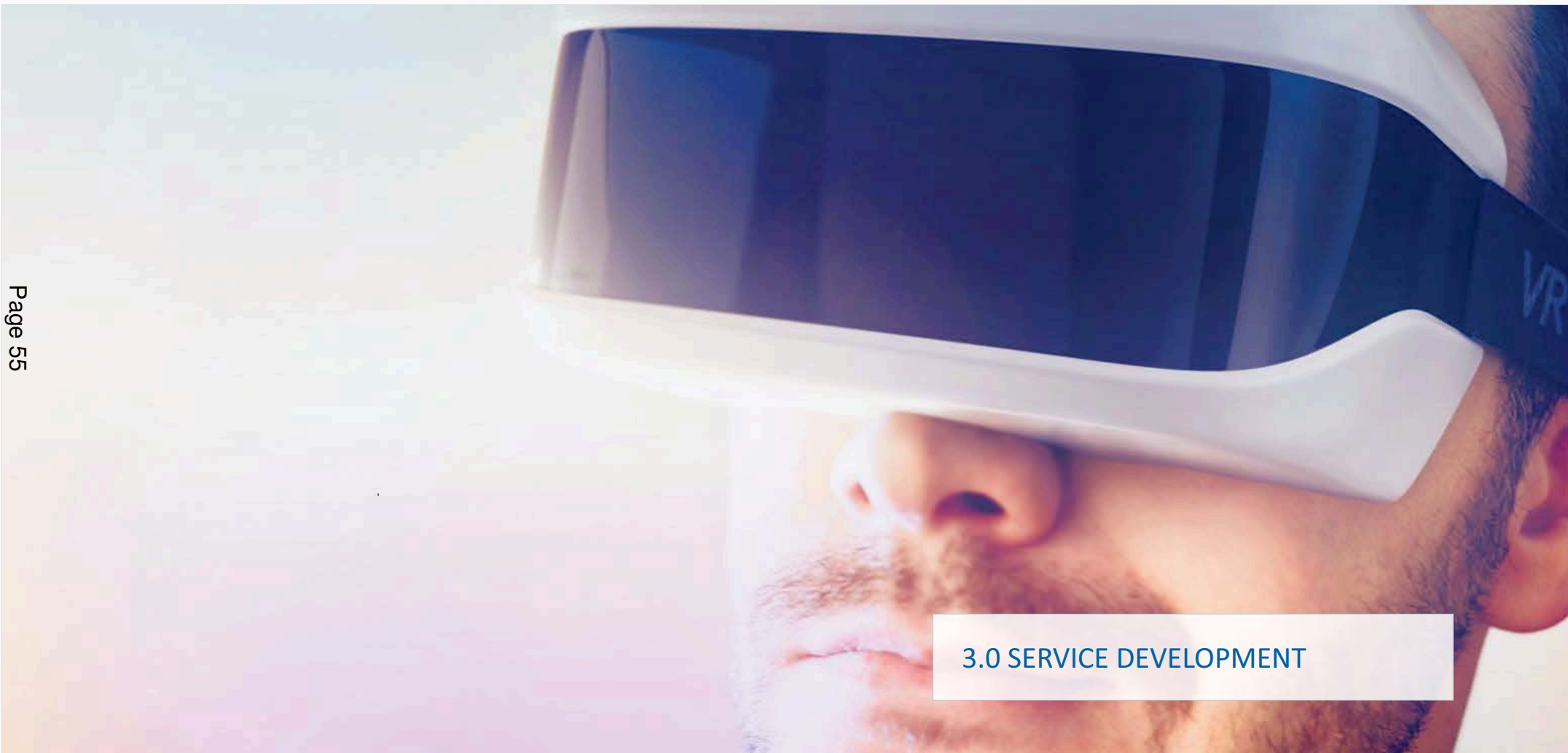


THRP

- We have processed from April 15 to March 16 over 31,000 pay slips and 62,100 transactions.
- The Recruitment team have advertised 160 vacancies and processed over 1900 applications.
- We have also processed 471 DBS clearances
- Smooth TUPE transition of 250 staff to new Children's Trust organisation.
- Green Flag for the a periodic audit plan for payroll. "The official internal audit opinion was *"the Council can take substantial assurance that the controls upon which the organisation relies to manage the identified area are suitably designed, consistently applied and operating effectively"*.

99.27%

Percentage of KPIs Achieved
(Apr-Mar 15/16)



3.0 SERVICE DEVELOPMENT

3.1 Service Developments

NEW CRM PLATFORM

- The Implementation of the new CRM platform has been paused in order to align with the Councils Digitalisation agenda.
- New CRM requirements are being scoped to get a fit for purpose system for both arvato and all Council retained services. This needs to support the one view of the customer principle.

IT DEVELOPMENTS

- Infrastructure project due to complete by the end of 2016 allowing for future agile working solutions currently in pilot phases across the Council.
- Completion of the Curve project including the decommissioning of old library
- A major undertaking has started to replace the Councils Telephony solution which coincides with the new wide area network provision that is about to be rolled out.
- Major BAU upgrades to social care and Housing upgrades to support RMI and Self Serve
- All of the above is in conjunction with or in addition to the Digitalisation programme the Council is about to commence with.

3.2 Service Developments

REVENUES COLLECTIONS

- Strategic conversations to be held over Bankruptcy and committal activities to determine approach
- Debt collection tools such as text functionality will look to be rolled out during 2016
- Use of Propensity to pay to be re-considered within the service

AGRESSO PROJECT (COUNCIL LED WITH ARVATO IMPLEMENTATION SUPPORT)

- Transactional Finance is now live with service alignment workshops due to complete in June.
- Transactional HR and Payroll is due to go live later this year moving us of the unstable CHRIS21 payroll platform.
- Further upgrade to latest agresso release (version 5) due to be signed off in may with intention to deliver by Q4 of 2016. The latest version will offer increased functionality and improved usability over and above that version currently in implementation.
- Slough Council HR have engaged a new programme lead to cover the remainder of the agresso implementation with plans to review all of the Self Service functionalities to ensure alignment to Council HR policies before go live.

3.3 RPA – Robotic Process Automation

Pilot phase commenced January 2016 - to automate 17 processes from Revenues in our Local Government contract in a live RPA environment by September 2016.

Ran 3 Processes with 1 Robot in 2015 (POC)

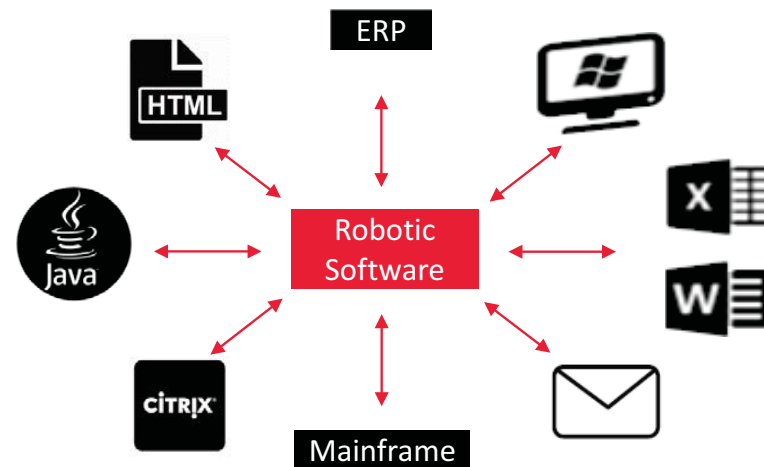
4 Processes in Live environment since January 2016 to date

Potential to reduce operational costs for Inputting by as much as 70% using RPA

To date we have processed 800 items in 17 hours compared to 88 hours to complete manually

2 more processes designed and going through development

Robots can manipulate with all types of applications and interfaces through the presentation layer



Robots can move from system to system extracting data faster than a human can!

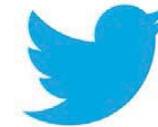
11 further processes to be designed and developed for RPA Implementation.

Revenues Processes include:- Change of Addresses, Inputting Direct Debits, Awarding of Discounts and Exemptions

3.4 Channel Shift and Social Media options

SOCIAL MEDIA OPTIONS - TWITTER

- arvato currently manage
- Our Twitter operational delivery was Introduced in Sefton 2014.
- Moved from outbound only to responsive comms channel following customers feedback with followers now passing 11,000, up 86% from 5,900 in less than 2 years
- Most responses provide a link to the relevant website to promote self-serve and educate customers



SOCIAL MEDIA OPTIONS - WEBCHAT

- Piloted in Sefton 2016, Deployed on web pages that attract high volume enquiries through CS - cleansing, elections highways council tax, elas
- Only provide links to web pages and information supporting and driving customer self-serve
- Pilot agreed to be extended with the client to increase scope of services and potential to include in home page.
- Key strategy in channel shift to move away from email and voice with agents directing customers to the information on the website

SOCIAL MEDIA OPTIONS - WHATSAPP

- Highly used social media with quick concise customer interaction promoting channel shift.
- Currently in discovery stage with the intention discuss a potential pilot via our Slough contact centre.



KPI	KPI Description	Assessment Duration	Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Transactional HR and Payroll Services															
THRPO1	Input all Payroll transaction changes received by the deadline.	Monthly	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
THRPO2	Transmit BACS payments by required deadline.	Monthly	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
THRPO3	Transmit all submissions (electronic files and payment) to HMRC and other statutory bodies.	Monthly	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
THRPO4	All administration for new appointments specific to work permits and CRB checks are completed within 5 working days	Quarterly	98.00%			99.90%			99.90%			99.90%			99.90%
THRPO5	Payroll accuracy Errors with financial implications.	Monthly	99.80%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
THRPO6	Provide payslips to all SBC staff.	Monthly	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Transactional Financial Services															
CA02	Control all money / cash management.	Monthly	0.10%	0.03%	0.01%	0.05%	0.02%	0.01%	0.01%	0.00%	0.01%	0.01%	0.02%	TBC	TBC
CA10	Preparation of daily bulk cash banking.	Monthly	99.80%	99.98%	99.98%	99.99%	99.99%	99.97%	99.99%	99.99%	99.95%	99.94%	100.00%	TBC	TBC
FP10	Production of VAT reports / returns.	Monthly	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	TBC	TBC
L28	% of Debt collected within 60 days of due date.	Monthly	95.00%	96.60%	97.20%	97.16%	97.85%	95.99%	96.89%	98.67%	98.65%	95.13%	95.37%	SUSPENDED	SUSPENDED
L29	Overall % rate of collection	Monthly	96.50%	97.12%	98.15%	98.26%	97.64%	97.40%	98.09%	98.02%	98.06%	97.25%	96.75%	SUSPENDED	SUSPENDED
L29b	% of unsecured debts which are more than 12 months old.	Monthly	8.00%	6.94%	6.97%	6.24%	6.06%	7.43%	5.37%	7.85%	7.78%	7.59%	7.95%	SUSPENDED	SUSPENDED
RA7	Manage, control and reconcile year end process.	Annual	100.00%												100.00%
Logistics															
MH05	Collect and process post for dispatch (RM).	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
MH07	Process PPI from Benefit.	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
MH09	Process Benefit cheques within 24 hours of receipt.	Monthly	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
MH11	Collect and process post for dispatch (TNT).	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
MH Courier 1	Deliver to all schools and libraries within the Borough on agreed schedule.	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
MH Courier 2	Deliver to all corporate buildings on agreed schedule.	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
MH Courier 3	Collect from and deliver to, the DX courier office on agreed schedule.	Monthly	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
DIP Service	Batch, scan & index docs received within 24 hours of receipt.	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Customer Services															
CS01A	% of customers Ctax customers whose enquiry commenced within 30 minutes.	Annual	60.00%												73.20%
CS01B	% of CTS & HB customers whose enquiry commenced within 30 minutes.	Annual	60.00%												79.04%
CS01C	% of Housing Services customers (Homelessness) whose enquiry commenced within 30 minutes.	Annual	55.00%												79.93%
CS01D	% of Housing Services customers (non Homelessness) whose enquiry commenced within 30 minutes.	Annual	55.00%												83.07%
CS01E	% of Reception (General) Customers whose enquiry commenced within 30 minutes.	Annual	85.00%												98.44%
CS02	Respond to Electronic contact within 10 working days, or pass to relevant section 1 working day.	Annual	60.00%												75.12%
CS03A	% of Ctax calls offered to the ACD answered within SLA.	Annual	45.00%												47.73%
CS03B	% of CTS & HB calls offered to the ACD answered within SLA.	Annual	75.00%												84.88%
CS03C	% of Housing Services calls (non homelessness) offered to the ACD answered within SLA.	Annual	40.00%												46.04%
CS03D	% of Housing Services calls (homelessness) offered to the ACD answered within SLA.	Annual	40.00%												56.57%

Achieved	
Failed without Penalty	
Failed with Penalty	
Result Unavailable	
Relief Event Granted	

Customer Services Continued												
CS03ci	%age of Housing Services (Non-Homelessness) Calls answered	Annual	75.00%									75.22%
CS03di	%age of Housing Services (Homelessness) Calls answered.	Annual	75.00%									82.80%
CS03E	% of Adult Services calls offered to the ACD answered within SLA.	Annual	75.00%									77.66%
CS03F	% of Children's Services calls offered to the ACD answered within SLA.	Annual	75.00%									77.77%
CS03ea	% of Adult Social Care Calls Answered.	Annual	90.00%									90.35%
CS03fa	% of Children's Social Care Calls Answered.	Annual	90.00%									91.58%
CS03G	% of General Service calls offered to the ACD answered within SLA.	Annual	60.00%									63.15%
CS03ga	%age of General Calls answered.	Annual	80.00%									81.08%
CS05	% Blue Badges issued made which have all the supporting documentation supplied issued within 10 days of application.	Annual	90.00%									96.25%
CS06	% of Local Welfare Provision applications made which have all the relevant supporting information supplied which were issued within 24 hours of application.	Annual	90.00%									100.00%
Revenues and Benefits												
BR30	Collection of Business Rates arrears (KPI live from 2018/19).	Annual	98.00%									97.99%
BR32	Valuation list updates completed within 14 days.	Annual	97.00%									100.00%
HB01	Accuracy HB / Ctax Entitlement.	Annual	90.00%									TBC
HB03	Review Benefits entitlement decisions.	Annual	11 Days									11.50
HB38	Proactively recover overpayments.	Annual	22.00%									22.56%
L10	Council Tax in Year Collection.	Annual	96.60%									96.52%
L11	Council Tax arrears Collection (KPI live from 2018/19).	Annual	98.20%									97.41%
L12	NNDR in Year Collection.	Annual	96.70%									97.12%
L13a	Average time to process a Benefits Claim.	Annual	20 Days									19.98
L16	Level of LA Errors.	Annual	0.48%									0.45%
L17	User Satisfaction measurement.	Bi-annual	85.00%									
SR1	Statutory Returns.	Annual	100.00%									100.00%
ICT												
ICT1	Service Desk Response (Abandoned Calls)	Annual	75.00%									N/A
ICT2	User Satisfaction	Annual	80.00%									N/A
ICT3	Service Desk Response (Incidents: First Line Support)	Annual	70.00%									74.26%
ICT4	Desktop IT Facilities Installation	Annual	70.00%									86.68%
ICT5	Network Infrastructure Availability voice and data communications	Annual	98.00%									99.71%
ICT6	Voice Network Availability Split between VOIP and analogue	Annual	99.00%									100.00%
ICT7	Critical Application Availability	Annual	98.00%									99.75%
ICT8	Non-Critical Application Availability	Annual	95.00%									100.00%
ICT9	Non Service Desk Incident Resolution	Annual	95.00%									77.31%
ICT10	Project Request Response (New Work)	Annual	80.00%									96.51%
ICT11	Incidents Requiring a Visit by an IT Technician (< 4 working days)	Annual	75.00%									86.27%
ICT12	Service Desk Response (Service Request: First Line Support)	Annual	70.00%									82.57%
ICT13	Performance reporting	Annual	98.00%									100.00%
ICT14	Secure disposal of Equipment	Annual	70.00%									100.00%
ICT15	Resolution of reported incidents - Restoring services	Annual	80.00%									91.06%

Achieved	
Failed without Penalty	
Failed with Penalty	
Result Unavailable	
Relief Event Granted	

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 14th July 2016

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

WARDS: All

PART I
FOR COMMENT & DECISION

OVERVIEW AND SCRUTINY COMMITTEE – 2016/17 WORK PROGRAMME

1. **Purpose of Report**

For the Overview and Scrutiny Committee (OSC) to identify priorities and topics for its Work Programme for the 2016/17 municipal year.

2. **Recommendations/Proposed Action**

2.1 That the Committee:

- i) identify the major issues it would like to cover in the 2016/17 municipal year;
- ii) agree, where possible, timing for specific agenda items during the 2016/17 municipal year; and
- iii) consider whether there are any items which it would like to request one of the Scrutiny Panels add to their Work Programmes for the 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, alongside the 3 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 scrutiny 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

3.3 Overview and Scrutiny is a process by which decision-makers are accountable to local people, via their elected representatives for improving outcomes relating to all priorities for the Borough and its residents. Scrutiny seeks to influence those who make decisions by considering the major issues affecting the Borough and making recommendations about how services can be improved.

4. **Supporting Information**

4.1 The purpose of Overview and Scrutiny is to hold those that make decisions to account and help Slough's residents by suggesting improvements that the Council or its partners could make.

4.2 Prioritising issues is difficult. The Scrutiny function has limited support resources, and therefore it is important that the work scrutiny chooses to do adds value.

4.3 There are three key elements that make up the responsibilities of the Overview and Scrutiny Committee:

- provide transparency and public accountability for key documents relating to the financial management and performance of the Council;
- scrutinise significant proposals which are scheduled for, or have been taken as, a Cabinet/Officer delegated decision; and
- strategic shaping of service improvements relating to the Cabinet Portfolios of Finance & Strategy and Performance & Accountability

4.4 In considering what the OSC should look at under points two and three above, Members are invited to consider the following questions:

- *To what extent does this issue impact on the lives of Slough's residents?*
- *Is this issue strategic and pertinent across the Borough?*
- *What difference will it make if O&S looks at this issue?*

5. **Suggested Topics**

5.1 It is generally recommended that a Scrutiny Committee should aim to look at no more than 3 or 4 items in any one meeting. This limited number can prove challenging, but does allow the Committee to delve down into specific subject areas and fully scrutinise the work that is being undertaken.

5.2 This will be a continuous process, and flexibility and responsiveness vital to success. It is important not to over-pack the Committee's agenda at the start of the year, which will not allow the flexibility for the Committee to adapt to take into consideration issues that have arisen during the year.

6. **Resource Implications**

- 6.1 Overview and Scrutiny is supported by 1 FTE member of staff. This officer is responsible for support the O&S Committee and three Scrutiny Panels. Therefore, this is a finite resource and consideration must be given, in conjunction with the work programmes for the three Scrutiny Panels, as to how the resource is used during the year.

7. **Conclusion**

- 7.1 The Overview and Scrutiny Committee plays a key role in ensuring the transparency and accountability of the Council's financial and performance management, and strategic direction. The proposals contained within this report highlight some of the key elements which the Committee must or may wish to scrutinise over the coming municipal year.
- 7.2 This report is intended to provide the Committee with information and guidance on how best to organise its work programme for the 2016/17 municipal year. As previously stated, this is an ongoing process and there will be flexibility to amend the programme as the year progresses, however, it is important that the Committee organises its priorities at the start of the year.

8. **Appendices Attached**

A - Draft Work Programme for 2016/17 Municipal Year

9. **Background Papers**

None.

This page is intentionally left blank

OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2016/2017

Meeting Date
Thursday 14 July 2016
<ul style="list-style-type: none"> • Transactional Services – Annual Report • Burnham Station – update
Thursday 15 September 2016
<ul style="list-style-type: none"> • Performance and Financial Management – Q1 • Elections • Anti-social behaviour
Thursday 17 November 2016
<ul style="list-style-type: none"> • Performance and Financial Management – Q2
Thursday 12 January 2017
<ul style="list-style-type: none"> • Transactional Services – performance update
Thursday 2 February 2017
<ul style="list-style-type: none"> • Proposed date – Budget • Performance and Financial Management – Q3
Thursday 9 March 2017
Thursday 13 April 2017

Currently Un-programmed:

- Housing Strategy
- Housing Stock/Revenue Account
- Local Plan
- Town Centre
- Transport
- Local economy
- Children's Services Trust
- Adult social care

This page is intentionally left blank