

Date of issue: Wednesday, 4 January 2017

MEETING	OVERVIEW & SCRUTINY COMMITTEE (Councillors Nazir (Chair), Strutton (Vice-Chair), Bedi, N Holledge, Parmar, Sadiq, A Sandhu, R Sandhu and Usmani)
DATE AND TIME:	THURSDAY, 12TH JANUARY, 2017 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.



ROGER PARKIN
Interim Chief Executive

AGENDA

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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 Meetings held on 26 October 2016 and 17 November 2016. 1 - 14

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SCRUTINY ISSUES

4. Member Questions

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

5. Performance and Projects Report - Quarter 2 2016/17 17 - 42 All

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| 13. | Date of Next Meeting - 2 February 2017 | | |

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.

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Joint Meeting of the Overview and Scrutiny Committee and Education and Children's Services Scrutiny Panel – Meeting held on Wednesday, 26th October, 2016.

Present:- Councillors Anderson, Bedi, Brooker, Chahal, Chohan, N Holledge, Nazir, Pantelic, Parmar (from 6.42pm), Qaseem, Sadiq, A Sandhu, R Sandhu and Usmani

Apologies for Absence:- Councillor Mann, Morris and Strutton

PART 1

11. Election of Chair for the Joint Meeting

It was proposed by Councillor Nazir and seconded by Councillor Pantelic that Cllr Brooker be appointed Chair for the meeting. This was carried unanimously.

Resolved – That Councillor Brooker be appointed as Chair for the Joint meeting.

12. Declaration of Interest

Cllr Sadiq declared her employment at Eden Girls' School. Cllr Chahal declared his position as the Chair of Governors at a local school. Cllr Brooker declared his daughter's attendance at Burnham Park Academy and his position as Governor at Churchmead School.

13. Member Questions

The response to the member's question raised prior to the meeting was circulated to members. The following point was raised in subsequent discussions:

- No direct external complaints had been received. However, quality would continue to be monitored to ensure that issues were identified before escalating.

14. Update from Slough Children's Services Trust

Slough Children's Services Trust (SCST) had identified the need to change the environment for children and staff to improve outcomes. The four key areas for improvement would be quality, learning, the workforce and information and should start to address the concerns raised by Ofsted in previous inspections. In the first year of SCST's operation, this had taken the form of placing children at the centre of decision making, creating an

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environment which encouraged staff to innovate and implementing a new model of social work.

To underpin these efforts, a new management team had been appointed. The majority of these appointments were permanent, with some temporary roles ending in March 2017 as short term funding from the Department for Education (DfE) finished. An Ofsted monitoring visit would take place in November 2016, which would give a clear indication as to the level of improvement which has taken place in SCST's first year of operation. However, improved collaboration and partnership working had increased the level of information open to staff; Councillors' views were sought as part of this process.

(At this point in the meeting, Cllr Parmar entered).

As well as senior management, permanent appointments had been made amongst middle managers. 5 Group Managers had been appointed, with two joining later this month, and assisting with the creation of a clear model for social work at SCST. Clear governance arrangements were also now in place, with a Joint Improvement Board seeing co-operation between SCST and the Council (SBC). The establishment of the Multi Agency Safeguarding Hub also supported SCST's aims. The relationship between SBC and SCST had improved, with the Interim Chief Executive, Interim Director of Children's Services and political leadership featuring in this process. Whilst the level of complaints received by SCST had risen, this was welcomed and reflected the willingness of Looked After Children (LACs) to voice their experiences.

The new model of social work focused on ending the focus on process and emphasising the importance of relationships. SCST was focused on building the strength of families and keeping them together where it is safe to do so. Children's experiences of social work would also be improved through the creation of small, agile hubs of multi-skilled professionals. These were intended to increase the effectiveness of situations where a child's carer had to change, and also minimise the frequency of this being required. The DfE would also be using SCST as one of three areas to pilot a Centre for Social Work Practice, which would provide staff with a year's training. The Trust had been successful in getting through the first round of a grant application process for £1.8 million central government Innovation Grant, with a final bid to be submitted in November 2016. The outcome should be known by Christmas 2016.

Hub meetings with a wide range of partners and agencies were being held weekly, with the express aim of managing risk within the community. A new Child Protection Conference Framework had also been established and mirrored the areas of concern identified by Ofsted. With a fully permanent team, it had reviewed complaints procedures (which had been found not to meet legislative requirements). Performance and management information was also being reviewed and a better shared understanding of quality assurance being spread across the service.

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The Virtual School had improved compliance in Personal Education Plans (PEPs) for LACs. All staff were now trained in Electronic Personal Education Plans (ePEPs). An interactive weekly register, daily phone calls to check attendance and a restructure of Virtual School had bolstered these efforts. In addition, the Pupil Premium Plus was being used appropriately and a firm focus on raising children's aspiration to succeed was maintained.

For children with Special Educational Needs (SEN), almost 90% of new Education Health and Care Plans (EHCPs) are now being completed within the 20 week deadline. All frontline SEN posts were filled by permanent staff by the end of June 2016; recruitment of permanent staff to management-level posts is now underway. The pledge for LAC had been approved by Council and the Joint Parenting Panel also involved joint work between SBC and SCST. In terms of foster care, a record number of new foster carers were being assessed, whilst SCST was using the 'Mockingbird Family Model' to encourage innovation in recruitment of carers. The Youth Offending Team had also received positive feedback from the Youth Justice Board.

In terms of future priorities, these were identified as implementation of the Ofsted delivery plan jointly with SBC, the launch of the Five Year Strategy and full implementation of the "Safe, Secure and Successful" policy by March 2017. This needed to ensure that SCST achieved an Ofsted grading of "Good" by October 2018 and would involve collaborative work with SBC.

The following points were raised in discussion by members:

- DfE were looking for SCST to maintain an annual staff survey; the first one had indicated that 2/3rds of respondents felt the service had improved (although the response rate had been around 50%). SCST would also continue to pursue other methods of evaluating staff responses to their efforts, as well as gathering information from outside SCST on their views. Part of this process would continue to be the monthly 'Trust Talk' session, which was treated as a dialogue between senior management and staff; dissenting voices were welcomed as part of this. Performance management (e.g. absenteeism rates) would also be undertaken and the whistleblowing policy was promoted to staff members.
- Since taking the service from SBC, staff had indicated that management was more supportive. There was also more room for innovation (e.g. the Mockingbird Family model) which had encouraged staff to raise their own ideas. Team working was now closer and responses were quicker; whilst challenges remained, there were more grounds for optimism.
- SCST's service was largely within budget for year 1, with accounts lodged with Companies House. Initial costs for moving on staff had increased expenditure, whilst the costs of agency staff remained high, whilst placement budgets were a challenge and being monitored. Overall all, however, the service was within budget.
- In terms of improving finances, an open evening had seen a number of external applications for posts within the Trust. In addition 6 agency

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staff had applied for permanent positions. Other areas of incentivising applicants to join SCST (e.g. the Centre for Social Work Practice, key worker housing) would also be explored.

- There were a total of 40 foster carers registered with the Trust. To support these, an out of hours line had been established whilst the SBC Nurse supported healthy living. SCST and SBC were working jointly to encourage healthy lifestyles and there was also a foster carers' association which organised events. A drop in centre was available on a monthly basis and programmes on issues such as drugs and weapons awareness were also provided. In addition, a sons' and daughters' support group bolstered these efforts. An annual event was held to celebrate the achievements in this area.
- SCST felt that more foster children were placed outside of Slough than was desirable. Whilst such placements were required on occasions (e.g. unhelpful networks of associates, child sexual exploitation issues) these were rare. The emphasis on local foster parents sought to address this.
- Newly qualified social workers (NQSWS) were looking for roles in Slough, with 119 having applying for the 13 posts advertised. Of these, many had previous experience in Slough. The recent investment in the service had encouraged longevity amongst staff; this new culture was creating a support network amongst social workers. The number of active cases had decreased; this was based on the new working model which emphasised the need for safe levels of casework for hubs to manage. Cases that did not require a social work intervention would be redirected on the basis of joint working with the voluntary sector. It was also the aspiration that as hubs embedded, work levels would remain manageable to ensure quality work. This would be ensured through a decline in re-referrals and related developments based on improved quality of social work.
- Steady progress was being made on recruitment. 11 out of 15 Consultant Social Workers were now in place, whilst the first NQSW cohort was now approaching the end of their first year; these would fill vacancies as they graduated. As each year would see a new cohort recruited, it was intended for the situation to be resolved within 3 years of operation. In addition, suitable agency workers were becoming permanent staff (6 had made this transition) whilst the new system introduced by Government would encourage SCST to reduce the number of agency staff. 85% of staff in the hubs were permanent; this would continue to be monitored and reported to the Education and Children's Services Scrutiny Panel. Members were encouraged to disseminate this progress where possible to help with recruitment.
- A new Complaints Manager post had been filled, with SCST keen to mitigate any complaints in the early stages of the issue and investigate matters fully. SCST's Chief Executive also met with complainants to gather information. Complaints were performance managed (e.g. deadlines on responses, reasons for delays requested when these were not adhered to).
- Key Performance Indicators (KPIs) on all aspects of SCST's work were the subject of a weekly monitoring report. These were then discussed

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at a Monthly Performance Board. These discussions had led to an investigation into a decrease in the number of visits made to children of a protection plan and also highlighted concerns over referrals to SCST which had been assessed but led to no further action. However, it should also be borne in mind that in social work, it was not always possible to state whether an increase or decrease of a specific KPI was 'the desirable direction of travel'.

- As an example of this, under the system prior to SCST's establishment, protection plans had been short lived. SCST wished to change this, which had led to a rise in the number of protection plans in the short term. However, as SCST's approach became established, this was now stabilising and should decrease over time.
- In terms of evaluating whether SCST was on target to achieve its desired 'Good' and 'Outstanding' Ofsted gradings, the November 2016 monitoring visit would be the first litmus test. Ofsted would be talking to staff rather than senior management and using examples of casework to form their findings.
- SCST's internal audit of casework had found a varied level of quality, which led them to anticipate that Ofsted's conclusions would be similar. In terms of wider evaluation, the Trust in operation in Doncaster had organised a peer review via the Local Government Association; this may be an option for SCST to pursue.
- SCST was committed to engaging with care leavers. However, in the short term this was proving difficult given the poor experiences many of them had. SCST was engaging with the National Institute of Adult Continuing Education to obtain the best outcomes and had also established a care leavers' forum but realised that further work was needed in this area. Care ambassadors were being recruited to develop this work.
- The social work model used by SCST was based on the work of Professor Eileen Munro and had also been used by Hackney and Cambridgeshire County Council. The model was available on SCST's website.
- The key differences which were needed to improve the service were openness and transparency, an end to the 'blame game' culture and the 'top-down' style of management. These would create the environment for the central objective; putting the child at the centre of the discussion rather than officers.
- Technology was being used to improve the service in terms of foster care and agile working. Staff time would be used more efficiently by allowing staff to enter information remotely, whilst the recently appointed apprentice would be working with the Communications Team and working on social media strategy. The Slough Local Safeguarding Children's Board was also developing its use of technology.
- Secure email accounts were available for staff and an appointment had been made to a new Information Governance position.
- When Personal Education Plans (PEPs) were formed, there should be a wide range of inputs. These could vary from case to case, but should always involve the child concerned fully and may also draw information

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from the designated teacher, the social worker, the Virtual School, any foster carers involved, any tutors or the SEN Co-Ordinator as appropriate.

- 3 groups had been established for children in care. These held meetings every 4 – 6 weeks and fed their views into the Joint Parenting Panel. However, they were still working on issues of trust with children in care.
- The changes of social worker who managed specific cases remained a key challenge although turnover was reducing. However, this change was slower than desired and was being mitigated by the sharing of information. This would ensure that children and families would not repeatedly have to relay their story to SCST, and the use of hubs was supporting this.
- All members of SCST staff were meeting with the Trust's Chief Executive to discuss their future plans and training needs. These discussions also allowed staff to provide an honest assessment of SCST's position.
- At present potential foster carers/adopters who withdrew from the process were not routinely followed up. However, the new permanent Recruitment Manager could undertake this, and this suggestion would be followed up by the Trust.
- Ofsted would visit SCST on a quarterly basis.
- Due to a change in the Direction from Government, Children's Centres would not be transferred to SCST. Instead, SBC's Education Services team would run them.

Resolved:

1. That SCST's Recruitment Manager revisit the files of potential foster carers which had lapsed to investigate their future recruitment.
2. That the update be noted.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.37 pm)

Overview & Scrutiny Committee – Meeting held on Thursday, 17th November, 2016.

Present:- Councillors Nazir (Chair), Strutton (Vice-Chair), Bedi (from 7.20pm), N Holledge, Parmar, Sadiq (from 6.34pm until 8.20pm), A Sandhu and Usmani (until 9.20pm)

Also present under Rule 30:- Councillors Ajaib, Hussain, Morris, Munawar, Plenty, Sharif and Swindlehurst.

PART I

25. Declaration of Interest

None were received.

26. Minutes of the Last Meeting held on 15 September 2016

Resolved – That the minutes of the meeting held on 15th September 2016 be approved as a correct record.

27. Action Progress Report

The Scrutiny Officer updated the Committee regarding activity relating to the Action Progress report.

Resolved – That details of the Action Progress Report be noted.

28. Member Questions

A copy of the question received from Councillor Strutton, regarding new plans for non transfer of housing tenancies, and reply was tabled for the Committee's attention. Councillor Strutton expressed concern that information relating to the number of cases of succession and evictions was not available and informed the Committee that he had been assured regular reviews would be carried out. It was explained that the current housing management system did not record such information. The Interim Strategic Director, Regeneration, Housing and Resources stated that he would look into why regular reviews had not been conducted and report back to the Committee.

29. Call In: Housing Revenue Account Business Plan

The Committee were reminded that a Call In had been received requesting that consideration be given relating to the Housing Revenue Accounts rents policy and Cabinet's decision at its meeting in October 2016 to approve it.

The Interim Strategic Director, Regeneration, Housing and Resources, Mike England informed Members of the rationale for the proposal to charge higher rents on new build properties. The proposal in the Business Plan was for rents

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to be at 80% of market rent or the Local Housing Allowance (LHA) rate, whichever was the lower. In most cases this was likely to be the LHA rate, which was around 70% to 75% of the market rent, depending on property size. This approach had been adopted to ensure that the homes would still be available to residents claiming Housing Benefit. In all other respects, including security of tenure and tenants' rights, the position of tenants remained the same as in any other council tenancy. It was noted that the proposal for immediate implementation of the higher policy derived from the fact that 23 new properties were due to be handed over to the Council before the end of March 2017. If a standard council rent was charged on these properties they would be subject to the Government's controls on existing rents and it would therefore not be possible subsequently to increase rent levels to the higher rates. It was explained that over the 30 year life of the Business Plan the additional rent income on these properties was significant and would be beneficial to the HRA.

It was brought to the Committee's attention that a number of factors had contributed to a change in policy including that the current position on the Housing Revenue Account was that the Council did not have a clear picture of either its income or its required expenditure over the life of the Plan and as a consequence did not know if the account is viable in the medium and long term. In this period of uncertainty, these new build properties represent the only significant source of additional income available to the Council and this income may be required to sustain investment in existing homes as well as to build new ones.

Members were informed that the reserves to fund the new build programme were a one off and if the Council charged higher rents on these new build homes it could fund the building of more new council homes. There is a trade-off between rents charged and the number of new homes which can be afforded. This is a position facing all local authorities now in a situation there is now no national subsidy available for affordable rented housing. Mr England also outlined the Government's intention to introduce new Pay to Stay arrangements from April 2017. This would result in households with a gross income of more than £31,000 paying more rent, with the additional income paid back to the Government. Under this new policy, some existing tenants will pay more in their current homes and some may pay more in the newly-built homes. If the higher rent structure is adopted on the new homes, the extra rent would be retained in Slough rather than going back to the Government.

Mr England stated that prior to any formal consideration of the Call In there had been further developments relating to the implementation of the higher rent policy. Legal issues surrounding the lettings policy on the new properties had meant that implementation had been delayed and it was anticipated that letting of these properties would not now take place until early 2017.

Councillor Swindlehurst, a signatory to the Call In, addressed the Committee outlining the reasons why a Call In had been submitted. It was argued that the manner in which the decision had been taken conflicted with the Council's

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requirements for transparency, due notification and scrutiny when making such service changes. It was requested that the matter be deferred and considered as part of the complete review of the HRA Business Plan in March 2017. The possibility of using Development Initiative Slough Housing (DISH) to take the properties was raised. It was noted that the rules regarding the use of Right To Buy receipts were likely to be outside the remit of DISH, although an appraisal would be made to see if this was possible.

Councillors Morris and Plenty also addressed the Committee under Rule 30. Concerns relating to a lack of social housing in the Borough and under utilisation of certain properties were raised. Charging to the General Housing Fund and the importance of accurate record keeping were also highlighted. The meeting was informed that the issues raised could be examined as part of the budget process and review.

Resolved - That consideration of the Call-In be deferred to the 12 January 2017 meeting.

30. Performance and Financial Management Report Quarter 2 - Verbal Update

The Interim Assistant Director, Finance and Audit, Mr Fitzgerald, provided the Committee with a verbal update on the Financial Budget Monitoring. A £1.6 million revenue overspend was projected which was primarily due to existing pressures in Adult Social Care and under performance in income generated by the Assets Policy. There had been a significant underspend in the capital expenditure and this was due to be reported to a meeting of the Executive in December 2016. It was noted that the revenue budget overspend was not unique to Slough and that there were a number of local authorities in a similar financial position.

The Chair expressed his disappointment that a written report had not been submitted, especially given that Members had requested at the previous meeting that the reporting format be revised to ensure that information was presented in a more user friendly manner. Mr Fitzgerald stated that a Working Group had been established, who were in the process of updating the report format to ensure that the balanced scorecard was accessible and presented in a user friendly format and that the key elements within the report were linked to the five year Plan Outcomes. It was anticipated that the revised report format would be presented to the January 2017 committee meeting.

Resolved – That the verbal financial management Q2 update be noted.

31. Adult Social Care Transformation

Mr Sinclair, Assistant Director Adult Social Care, delivered a comprehensive presentation regarding the Adult Social Care Transformation (ASCT) Programme.

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Members were reminded that the ASCT Programme was a four year programme which began in 2015/16. The programme would need to manage an increase in user demand amidst reduced budgets. £7.9m efficiencies would need to be delivered across the four year programme.

An Adult Social Care Strategy had been developed to deliver new ways of working and deliver savings. The core principles of the strategy were outlined as

- Prevent and delay the need for social care services by good information and advice, prevention, reablement, asset based approaches and building community capacity
- Avoid people being in crisis
- Support to carers to continue caring
- Support people to live at home and reduce number of people living in care homes
- Support people to manage their own care and support through direct payments and technology
- Working in partnership with the NHS to deliver integrated services
- Improving quality of local services
- Developing our workforce

Details of the efficiency savings 2014-19 were highlighted. It was noted that all savings were on target to being delivered during the period of the programme. Members queried as to why there was an overspend even though savings were being achieved. It was explained that even though there were less people in long term care there had been an increase in the number of people being supported by one off services. A greater number of people were being supported at home, especially those with a learning disability and/or mental health problem. It was noted that 74% of Councils were predicting an overspend in 2016/17.

A number of issues were raised in the ensuing discussion:

- *What level of engagement had been undertaken with service users regarding the development of the strategy.* Members were informed that consultation had taken place with service users and voluntary sector agencies who had contributed to the development of the strategy.
- *Whether individuals were staying in the town for longer or moving away.* Mr Sinclair explained that recent population profile statistics had remained static over the past five years, indicating that many people were choosing to remain in the local area.
- *Challenges in recruiting social workers.* The Committee were informed that a consultation on the restructure of the future of the service was due to begin December 2016. Although the service currently relied on a number of agency staff, Mr Sinclair was confident that positions would be appointed to on a permanent basis following the re-structure.
- *Liaison with colleagues regarding development of the Council's new Housing Strategy.* Input to the development of the Housing Strategy

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was vital in ensuring individuals were supported in allowing them to remain in their homes for as long as possible. It was noted that improvements would also be made to the current sheltered housing stock and plans were in progress for the development of extra care housing.

The Chair, on behalf of the Committee, thanked Mr Sinclair for his presentation and placed on record their appreciation for the achievements made by the department during a challenging period.

Resolved – That details of the Adult Social Care Transformation Programme be noted.

32. Housing Issues - Future Approach to Scrutiny

The Interim Director, Housing, Resources and Regeneration outlined the proposed allocation of scrutiny responsibilities to be adopted to examine the Housing Strategy. It was agreed that an extraordinary meeting be arranged for December 2016 to consider the draft Housing Strategy and Homelessness.

Resolved –

- a) That the Overview and Scrutiny Committee retains the responsibility for scrutinising the Housing Strategy and for receiving 6-monthly monitoring reports on progress against the Action Plan within the Housing Strategy.
- b) That the Neighbourhoods and Community Services Scrutiny Panel assumes responsibility for scrutinising all other Housing matters, including performance and operational issues.
- c) That the Overview and Scrutiny Committee consider holding a special meeting in December 2016 or January 2017 to consider the draft Housing Strategy.
- d) That the Committee note the indicative schedule of Housing items already suggested for consideration by the Neighbourhoods and Community Services Scrutiny Panel over the next year, as discussed in paragraphs 5.8 and 5.9 of this report.

33. Local Plan 2016-2036: Issues and Options Consultation

The Planning Policy Lead Officer, Mr Stimpson, reminded the Committee that the Government required all Local Authorities to have an up to date Local Plan that sets out how many homes they would provide and its approach to permitting new development.

The Issues and Options document outlined what the Council considered to be the key issues and drivers of change that the Review of the Local Plan would

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address and some Spatial Options which highlighted where development could take place in the future. The document included a Vision for Slough, 14 objectives and an outline of what future policies could be in order to implement the strategy in the emerging plan. A range of sites had been identified for housing development within Slough including expansion of Langley Centre (to include land around the railway station), creation of new residential Neighbourhood on the Akzo Nobel and National Grid sites west of the Uxbridge Road, regeneration of the Canal Basin area, New Cippenham Central Strip and Chalvey regeneration. Development in South Bucks and Windsor and Maidenhead were also viable options.

Whilst welcoming the options being proposed Members enquired about the impact the developments would have on both the transport and education infra-structure in the town. Mr Stimpson stated that it was recognised that the scale of growth being proposed would add to the congestion and if not properly controlled have an impact upon the quality of the environment. It was noted that the plan would need to address mitigating these affects as far as possible, including introduction of policies which restricted the use of private cars to encourage more people to use public transport. The Committee were informed that the consultation process relating to a revised transport strategy was due to begin shortly. It was noted that investment had been made to the education infrastructure with the opening of two new secondary schools and a third one planned for the near future.

A Member questioned what measures were being taken to halt the decline of the town centre as a shopping centre. It was announced that Abu-Dhabi Investment Authority (ADIA) had completed a £130 million purchase of the Queensmere and Observatory Shopping centres. The redevelopment would bring a mix of retail, leisure and high quality residential living to the centre of Slough.

It was anticipated that the recent announcement of Heathrow expansion, would create over seventy thousand jobs for the region and whilst the Borough would lose business premises, it was anticipated that there would be no loss of any residential premises.

Resolved – That details of the Local Plan (2016-2036) issue and Options Consultation Document be noted.

34. Forward Work Programme

Details of the Committee's Forward Work Programme were considered and it was agreed that the Forward Work Programme be updated as

Resolved:

Special December 2016 Meeting

- Draft Housing Strategy
- Homelessness

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12 January 2017

- Call In – Housing Revenue Account Business Plan
- Performance and Financial Report

9 March 2017

- Slough Urban Renewal
- Town Centre
- Local Economy

35. Members Attendance Record 2016/17

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

36. Date of Next Meeting - 12 January 2017

The date of the next scheduled meeting was confirmed as 12 January 2017.

It was agreed that an extraordinary meeting would be arranged in December 2016 to consider the Housing Strategy and Homelessness.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.29 pm)

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Overview and Scrutiny Committee – Action Progress Report

15th September 2016

Minute:	Action:	For:	Report Back To: Date:
18	The Interim Director, Finance and Audit informed Members that a revised reporting format would be produced for the next meeting and financial information included within that would relate to monthly rather than quarterly basis figures.	Interim Director, Finance and Audit	OSC 17 th November 2016
18	The number of indicators monitored within the balanced scorecard had been reduced from 91 to 17 core indicators. It was agreed that the list of 91 indicators would be circulated to the Committee.	Interim Strategic Director, Resources, Housing and Regeneration	OSC 17 th November 2016
18	Details relating to ratio of agency staff versus permanent staff to be circulated to committee.	Interim Chief Executive	OSC 17 th November 2016
18	Members discussed the fear / perception of crime in Slough, specifically hate crime following the decision to exit the EU. Safer Slough Partnership reports (from the most recent meeting) to be electronically circulated to Committee Members for information.	Safer Slough Partnership	OSC 17 th November 2016
18	A list of all 91 Five Year Plan balanced scorecard indicators to be circulated to committee.	Interim Strategic Director Housing	OSC 17 th November 2016
18	Findings of Housing Stock Survey, once completed, to be reported to a future committee meeting.	Head of Neighbourhood Services	OSC As appropriate
22	Resolved: (1) That a recommendation be made to the appropriate forum that a review of the Council's Whistleblowing Policy be undertaken.	Employment and Appeals Committee	OSC 17 th November 2016

17th November 2016

Minute:	Action:	For:	Report Back To: Date:
28	The Interim Strategic Director, Regeneration, Housing and Resources stated that he would look into why regular reviews had not been conducted and report back to the Committee.	Interim Strategic Director, Regeneration, Housing and Resources	OSC 20 th December 2017
31	The Committee were informed that a consultation on the restructure of the future of the Adult Social Care service was due to begin December 2016. Although the service currently relied on a number of agency staff, Mr Sinclair was confident that positions would be appointed to on a permanent basis following the re-structure.	Director, Adult Social Care	Councillors 2017
32	Resolved: That the Overview and Scrutiny Committee retains the responsibility for scrutinising the Housing Strategy and for receiving 6-monthly monitoring reports on progress against the Action Plan within the Housing Strategy.	Interim Strategic Director, Regeneration, Housing and Resources	OSC July 2017
32	That the Neighbourhoods and Community Services Scrutiny Panel assumes responsibility for scrutinising all other Housing matters, including performance and operational issues.	Interim Strategic Director, Regeneration, Housing and Resources	NCS Scrutiny Panel Ongoing
32	That the Overview and Scrutiny Committee consider holding a special meeting in December 2016 or January 2017 to consider the draft Housing Strategy.	Interim Strategic Director, Regeneration, Housing and Resources	OSC 20 th December 2016

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 12 January 2017

CONTACT OFFICER: Neil Wilcox, Assistant Director: Finance & Audit (S151 officer)
(For all enquiries) (01753) 875358

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

PERFORMANCE & PROJECTS REPORT – Q2 2016-17

1 **Purpose of Report**

- To provide the Committee with the latest performance information for the 2016-17 financial year.
- To summarise the Council's performance against the balance scorecard indicators to date during 2016-17.
- To update on the progress of the 34 projects in the Portfolio (including 9 'Gold') and to highlight any key strategic issues, risks and interdependencies.

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

That the Committee consider details of and comment on the Council's current performance as measured by the indicators within the balanced scorecard and update on Gold projects and performance.

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

The report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council to ensure that it is efficient, effective and economic in everything it does is achieved through the improvement of corporate governance and democracy by ensuring effective management practice is in place.

The report helps achieve the corporate objectives by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and Gold projects reporting, and in delivering the Council's budget in line with the approved budget.

4 Other Implications

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	N/A	N/A
Equalities Issues	N/A	N/A
Community Support	N/A	N/A
Communications	N/A	N/A
Community Safety	N/A	N/A
Financial	N/A	N/A
Timetable for delivery	N/A	N/A
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

None.

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA.

Supporting Information

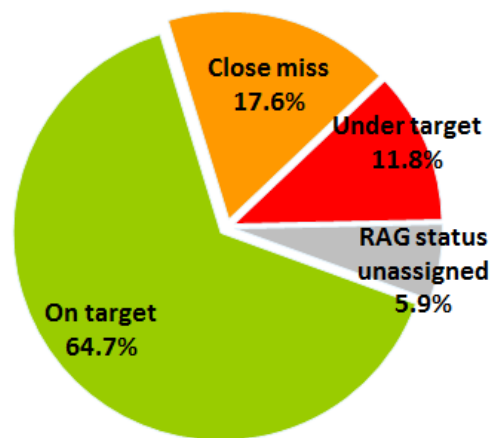
5 Introduction

- 5.1 This is the second quarter report for the 2016-17 financial year in respect of the performance position of the Council. The report is presented against a background of change arising from the ongoing review and refresh of the Council's 5 Year Plan. Content and format is therefore also prone to change, going forward.
- 5.2 The report comprises three sections:
1. Corporate Scorecard Performance Measures
 2. Outcome Group 'Highlights'
 3. Project Management Performance

6 Corporate Scorecard Performance Measures

- 6.1 This is the second quarter presentation of the Five Year Plan (5YP) Performance Scorecard, relating to the period July-September 2016.
- 6.2 The latest position for the Council's balanced scorecard demonstrates that at the end of quarter 2, an overview of the Council's performance was as follows:

**Corporate Balanced Scorecard Indicators:
Q2 2016-17**



6.3 Currently 16 of the 17 indicators (94.1%) have been assigned a RAG status of either **'Red'** (2, 11.8%), **'Amber'** (3, 17.6%) or **'Green'** (11, 64.7%). For each indicator the RAG status has been assigned by the responsible manager, with reference to previously agreed targets.

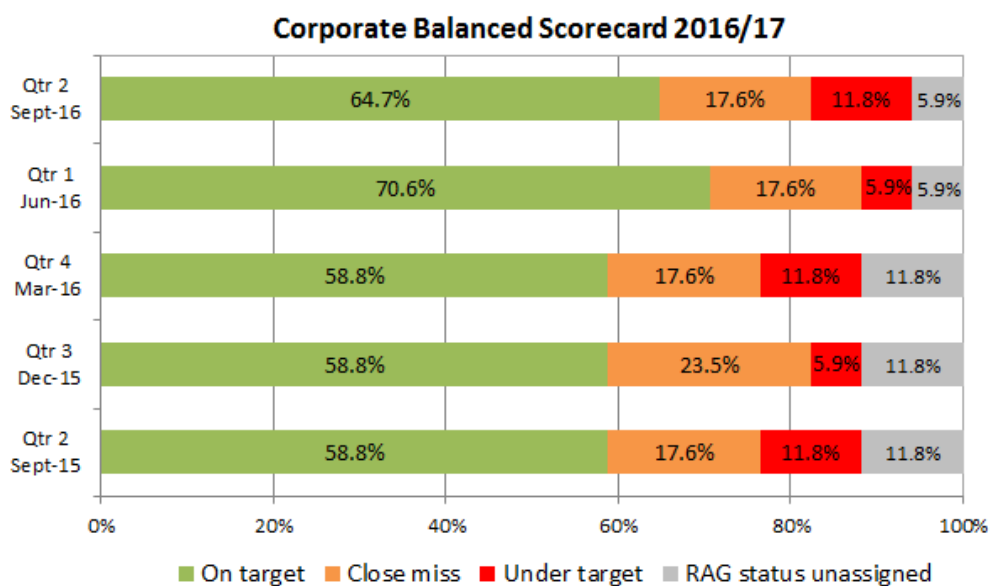
6.4 Key areas of noteworthy concerns flagged as **'Red'** status are:

- Prevalence of children with 'excess weight' at *start* of primary school (Reception) as measured by the NCMP
- Prevalence of children with 'excess weight' at *end* of primary school (Year 6) as measured by the NCMP

Both measures are generated annually as part of a nationwide Child Measurement Programme, and in both cases the latest Slough results have a higher proportion of children carrying 'excess weight' than the national and regional averages, and an increase in this proportion since the previous year.

6.5 Comparison with previous quarter

The bar chart below compares the proportion of indicators assigned each RAG status at quarterly intervals. Quarter 2 of 2016/17 shows improvement on the position one year ago, but deterioration in performance since Q1 – this is due to the annual release of the childhood obesity measures already described above, which both fell below desired target values; the first measure (relating to children in Reception year) fell from a Green to a Red status.



6.6 Noteworthy improvements:

Two indicators moved from 'Amber' to 'Green' status as results improved to reach target levels:

- Number of adults managing their care and support via a direct payment
- Proportion of council tax payments by direct debit

Both of these indicators relate to improved efficiency and easier control for residents.

6.7 Detailed information on each indicator is provided in the scorecard itself which is included as **Appendix A** to this report. Indicators that have been updated this quarter are highlighted in yellow in the 'date updated' column. The majority of the indicators will be updated quarterly however some of the indicators selected for use by the Council are only determined once a year, and therefore will be updated as the results are available.

7 Outcome Group Highlights

7.1 Alongside the performance measures, a textual update for each Outcome is prepared each quarter in a 'highlight report' prepared by the individual lead officer with overall responsibility for coordinating activities within each Outcome Group. The summary of the seven 5YP outcome highlight reports submitted for September 2016 indicates that the overall status of three were assessed as 'Green', three as 'Amber', and none as 'Red'. One report did not grade Outcome delivery in this format, and one report (on Outcome 7) was not produced due to changeover in staff responsibility.

7.2 This is the last quarter under which progress against the 8 original Outcome areas will be reported. Going forward, with the reduction in the number of Strategic Outcomes described by the revised 5 Year Plan, this section will be amended to reflect the final agreed format of the revised plan.

7.3 The table beneath shows a headline summary of performance during Quarter 2 on delivering against the original eight Outcome group work areas.

7.4 Progress with each Outcome is classified according to Red, Amber or Green scale on each of “Timeline”, “Budget”, “Issues + Risks” as well as an overarching “Overall” progress field. Arrows indicate if this status has been maintained (↔), improved (↑) or worsened (↓) since the last report.

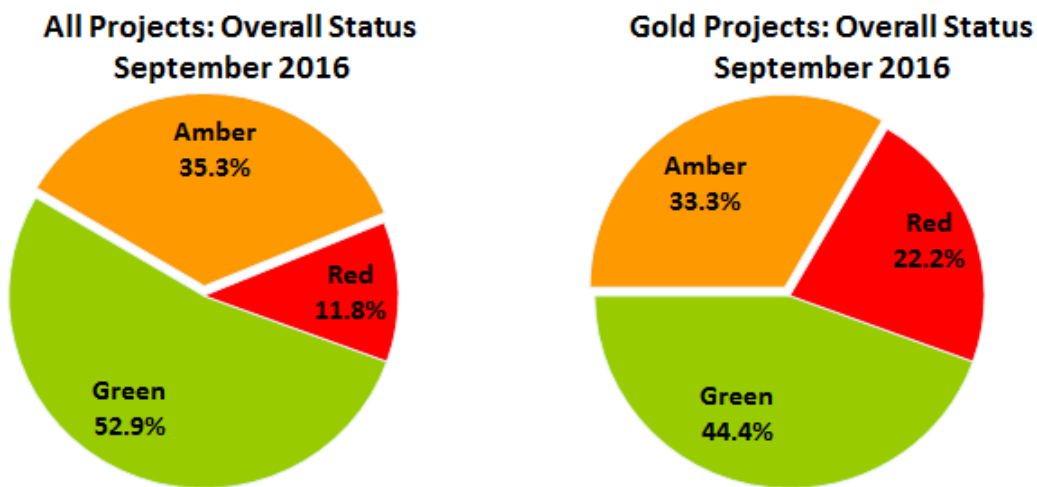
Outcome	Lead	Overall	Timeline	Budget	Issues + Risks
1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay	Tracy Luck	GREEN ↔	Green ↔	Green ↔	Amber ↔
2: There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough	Mike England	AMBER ↔	Green ↔	Amber ↔	Amber ↔
3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities	Joe Carter	GREEN ↔	Green ↔	Amber ↔	Amber ↔
4: Slough will be one of the safest places in the Thames Valley	Roger Parkin	AMBER GREEN ↔	Green ↔	Amber ↔	Amber ↑
5: Children and young people in Slough will be healthy, resilient and have positive life chances	Ketan Gandhi	No grade stated	No grade stated	No grade stated	No grade stated
6: More people will take responsibility and manage their own health, care and support needs	Alan Sinclair	AMBER ↔	Amber ↔	Amber ↔	Amber ↔
7: Maximising our use of assets and income	Stephen Fitzgerald	No report supplied (was GREEN)	No report supplied (was Green)	No report supplied (was Green)	No report supplied (was Amber)
8: The council will be a leading digital transformation organisation	Tracy Luck	GREEN ↔	Green ↔	Green ↔	Amber ↔

7.5 Key achievements reported include:

- The opening of The Curve.
- Completion of first Council homes by SUR on Ledgers Road.
- Connaught House returned to Landlord.
- Over 4,000 streetlights converted to LED lamps.
- Additional CCTV and reassurance activities provided for Salt Hill Park.
- New Advocacy in Slough service launched.

8 Project management

- 8.1 The final section of this report provides a summary of progress on the range of projects currently being undertaken and monitored by the Performance Management Office.
- 8.2 During Quarter 2, 34 projects were being undertaken, with 9 of these described as “Gold Projects” – those of greatest strategic importance to the Council, and a further 11 categorised as of “High” importance grade.
- 8.3 A fully comprehensive quarterly report which details the status of each individual project, including reference to the key risks, issues and interdependencies is available from the Council’s Programme Management Team.



- 8.4 Project statuses summary - the table beneath shows a headline summary of Q2 reported performance on delivering the most significant projects (those rated as ‘Gold’ or ‘High’ priority) according to plan. Note that this relates to project status at end of Quarter 2 (September 2016) and does not necessarily equate to current position.
- 8.5 Each project is classified according to Red, Amber or Green scale on each of “Timeline”, “Budget”, “Issues + Risks” as well as an overarching “Overall” progress field. Arrows indicate if this status has been maintained (↔), improved (↑) or worsened (↓) since the last report.

Category	Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks
Gold	School Places Programme	Amber ↔	Amber ↔	Green ↔	Red ↔
Gold	Adults Social Care Reform Programme	Amber ↔	Amber ↔	Amber ↔	Amber ↔
Gold	The Curve	Green ↔	Green ↔	Green ↔	Green ↔
Gold	ERP / Agresso	Red ↔	Amber ↑	Green ↑	Red ↔
Gold	Transformation Programme: Council's Vision & Purpose	Green ↔	Green ↔	Green ↔	Green ↔
Gold	Transformation Programme: People and Culture Strategy	Green ↔	Green ↔	Green ↔	Green ↑
Gold	Transformation Programme: Digital transformation	Green ↑	Green ↑	Green ↑	Amber ↔
Gold	RMI Contract	Amber ↔	Amber ↔	Green ↔	Amber ↔
Gold	Environmental Services contract procurement	Red ↓	Red ↓	Green ↔	Red ↔
High	Operational Asset Review	Amber ↔	Amber ↔	Amber ↔	Amber ↔
High	Cemetery Expansion and Crematorium Works	Green ↔	Green ↔	Green ↔	Green ↔
High	Highways and Transport Transformation	Green ↔	Amber ↔	Green ↔	Amber ↔
High	Slough Major Transport Schemes	Red ↔	Amber ↔	Red ↔	Red ↔
High	Street-lighting LED	Green ↔	Green ↔	Green ↔	Green ↔
High	Highways Term Maintenance Contract	Green ↔	Green ↔	Green ↔	Green ↔
High	Burnham Station Improvement	Green ↔	Green ↔	Green ↔	Green ↔
High	Cambridge Education / Phase 2 CSC Transfer	Amber ↔	Amber ↔	Amber ↔	Amber ↔
High	Leisure Strategy (4 project streams)	Amber ↔	Green ↔	Green ↔	Amber ↔
High	Leisure Contract Reprourement	Amber ↔	Green ↔	Green ↔	Amber ↔
High	Subsidiary Housing Company	Green	Green	Green	Green
	Overall Summary totals:	Green 10 Amber 7 Red 3	Green 11 Amber 8 Red 1	Green 16 Amber 3 Red 1	Green 4 Amber 8 Red 4

The majority of these 'Gold' and 'High' priority projects are running satisfactorily to project plans, but arguably too many are operating beneath the 'Green' health status. Three projects (ERP / Agresso implementation, Environmental services contract procurement and Slough Major Transport Schemes) are described by their own Project teams as facing significant problems. The reasoning behinds this categorisation are described below:

ERP/Agresso

Risk/Issue	Mitigation Action	Theme
The current Project Manager is leaving the organisation on 15 th December. (Issue)	The project team has been notified and discussions are currently in process to manage this.	Resources/Capacity
There remains confusion whether, at the outset of the project, it was agreed that Agresso support, post go live, would be managed internally. However due to insufficient capacity, capability, and resilience of the support team this is not a workable solution. Delays in resolving 1 st / 2 nd / 3 rd tier support issues directly impact project work and timelines. (Risk)	Risk to be mitigated by sourcing external Agresso support.	Resources/Capacity
SBC Agresso payroll support is not in place, and finance support is under resourced. This is delaying the project timeline and causing a backlog in responding to queries. (Issue)	SBC are currently in discussion with arvato to outsource Agresso support.	Resources/Capacity

Environmental Services Contract Procurement

Risk/Issue	Mitigation Action	Theme
There is single people dependency on programme – Key work stream leads are also assigned to other major re-procurement programmes. (Risk)	Financial resources in place to support officers engaged if required. Regular workstream 1:1's scheduled to provide an opportunity to monitor progress and capacity issues.	Resources/Capacity

Slough Major Transport Schemes

Risk/Issue	Mitigation Action	Theme
Severe pressure on budget due to utility delays. Estimated overspend reported in previous update reports stands at £3m. (Risk)	This is being managed by de-scoping the works and providing the principal contractor with additional schemes to reduce the stand-down time.	Budget/Finance
Delay due to fibre apparatus requiring diversions. (Issue)	Options being investigated for Amey to undertake some of the risk work instead of principal contractor with redesign on carriageway.	Delays

9 **Conclusion**

Overall, Council performance is generally good, but with considerable room for further improvement.

Almost two-thirds of the selected Performance indicators are achieving desired target results, with near-misses in bus punctuality, crime rate, business rate increase and proportion of household waste sent for reuse, recycling or composting.

Outcome group leads report generally good progress on work streams with no significant delays or insurmountable issues.

Projects being run by the Council are generally managed well and proceeding to plan, although some individual projects are running significantly behind plan or over budget. These projects are under regular scrutiny, with project management and other support being delivered to assist in ensuring project delivery.

10 **Appendices Attached**

- A - 5YP Performance Scorecard, September 2016
- B - 5YP Outcome Group Highlight Reports, September 2016

11 **Background Papers**

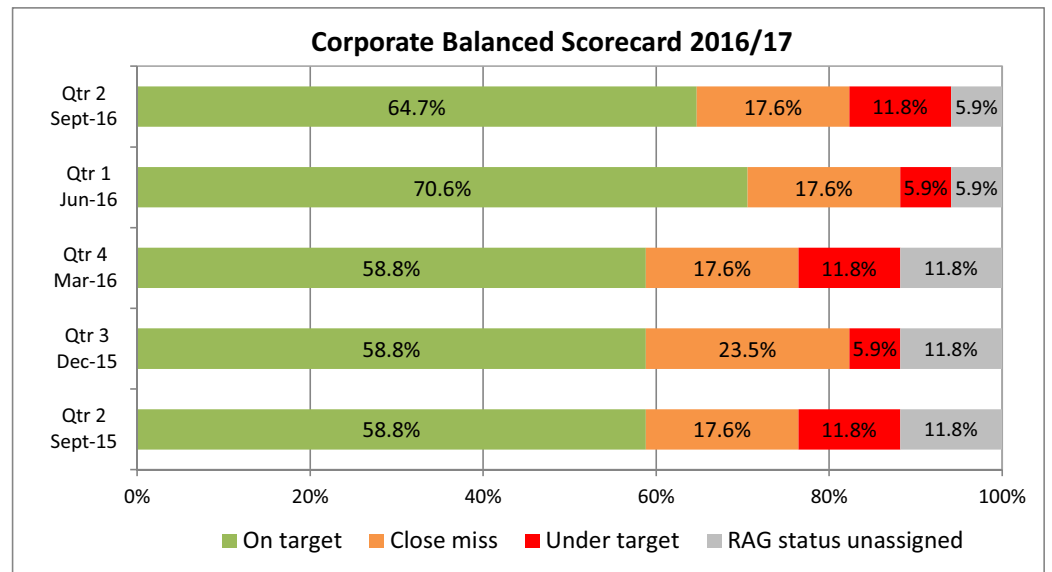
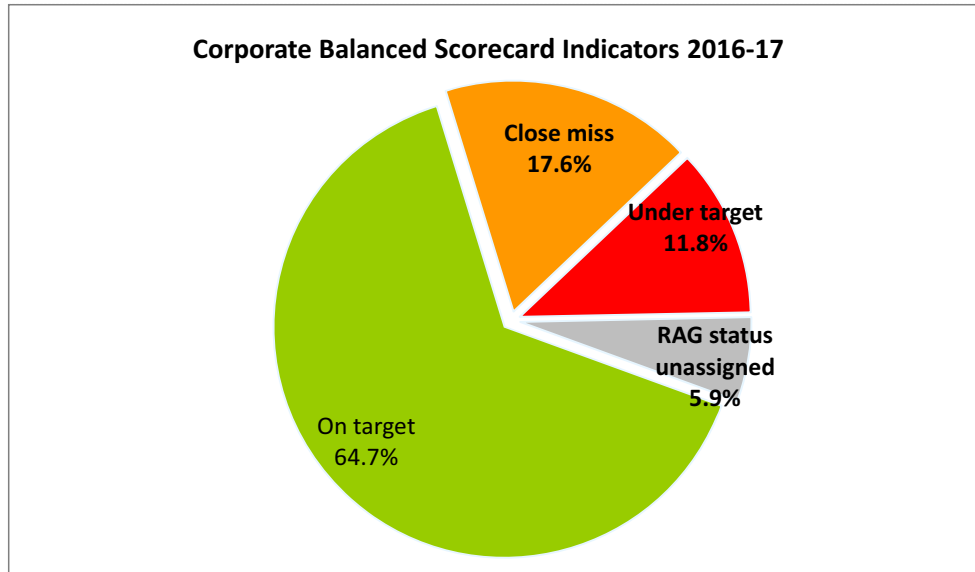
Project status update Report, September 2016

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Appendix A: Slough Borough Council - Corporate Balanced Scorecard
2016-17: to end of quarter 2 - Sept 2016

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under the 3 themes of "Changing, Retaining and Growing", "Enabling and Preventing" and "Using Resources Wisely".

Performance against target is recorded as either **RED** (more than 5% off target), **AMBER** (between 0% and 5% off target), **GREEN** (on target or better) or **n/a** (not applicable, because this is a volume indicator only, the value of which SBC cannot seek to directly influence or because the issue is complex).



Direction of travel indicates whether performance has improved (↑), deteriorated (↓) or remained unchanged (↔) compared to previous performance.

Changing, Retaining and Growing								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.1	Business Rates in year collection rate (%)	Oct-16	97.1% [2015/16] 96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	97.00%	April to Sept-16 57.35%	↑	Green	Collection rate at end of September is 2.05% above the anticipated profile for this time of year.
1.2	Improve bus punctuality: Non-frequent bus services running on time	Oct-16	89.0% [2014/15] 90.0% [2013/14] 91.0% [2012/13] 83.0% [2011/12]	Increasing	[2015/16] Slough 80.0% SE 82.8% England 82.6%	↓	Amber	Data is collated and reported annually by Department for Transport. The latest reports shows a 9% reduction in punctuality in Slough between 2014/15 and 2015/16, with local punctuality for this year now below both the England value (82.6%) and South East value (82.8%). Traffic management schemes to decrease congestion and increased use of dedicated bus lanes continue. By widening the A4 at key points, and by utilising service roads as bus lanes, SMaRT aims to provide a bus service that is quicker, more frequent, and more reliable. SBC Transport & Highways Department co-ordinates road and street works to minimise any impact on public transport operations and business travel. The Tuns Lane enhancements will deliver lane widening on Tuns Lane and a roundabout with a new 'intelligent' traffic light system which senses traffic jams and adjusts the sequencing of the lights accordingly. Similarly, Windsor Road will see junction improvements, road widening and other works to improve conditions for general traffic and buses, making journeys quicker and more reliable. First Bus introduced significant changes to their bus network in Slough from the 24th September 2016 to reduce the impact of congestion on bus operations.
1.3	Increase in the number of dwellings in the borough	Aug-16	[2014/2015] Net completions 507	550 pa	[2015/16] Net completions 789	↑	Green	There has been a significant increase in house building in Slough which is predicted to continue for the next few years.
1.4	Number of affordable homes delivered (PSA 20)	Oct-16	190 [2015/16] 96 [2014/15] 63 [2013/14] 49 [2012/13] 51 [2011/12]	An average of 100 affordable houses will be provided each year through the planning system	Apr-Sept 2016 12 Q2 2016/17 6	↑	Green	Number of new build dwellings is not entirely within the control of the Housing Development Team as some schemes are proactive on SBC land while others are reactive on private developments. Forecast for 16/17 shows 69 affordable homes.
1.5	Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA) and National Insurance credits with the number of people receiving Universal Credit principally for the reason of being unemployed.	Oct-16	Mar 2016 1,355 people Slough 1.4; SE 1.1; GB 1.9. Mar 2015 1,605 people Slough 1.7; SE 1.2; GB 2.0. Mar 2014 2,620 people Slough 2.8; SE 1.8; GB 2.0.	maintain at low level compared to national value	As at Sept-16: 1,315 people Slough 1.4% SE: 1.1% GB: 1.8%	↔	Green	Slough's claimant rate for Sept-16 is inline with Sept-15 of 1.4%, comprising of 1,315 people. Slough's rate is lower (better) than the GB average of 1.8% but higher than the South East average of 1.1%. The council and partners seek to increase employment opportunities and improve skills to secure a reduction in overall unemployment. Local value is historically better than nationally but remains high for the South East of England. The Council has expanded its work with partners, broadening its range of activities in order to reflect local business and local priorities. Work with Job Centre Plus and Children Centres targeting lone parents, working with local businesses and ASPIRE to deliver career path way programmes, e.g. construction and skills development work-based training.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
			SE 1.6; GB 2.9. Mar 2013 3,845 people Slough 3.7; SE 2.5; GB 3.8.					construction, and skills development workshops targeting specific areas of the labour market, incorporating soft skills. Through 'Aspire for You' the council continues to hold community based Jobs Clubs, careers information, advice and guidance, CV and interview preparation support. The Business Community Start Up project support individuals that wish to develop their business idea and set up in business. Through City Deal (Elevate Slough) the council is focusing its work in supporting the 16 to 24 year olds NEETS into employment.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Enabling and Preventing								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
2.1	Crime rates per 1,000 population: All crime (cumulative from April) (iquanta)	Oct-16	81.69 [rolling yr to Jun-16] 81.92 [rolling yr to Mar-16] 81.92 [2015/16] 74.50 [2014/15] 81.10 [2013/14] 86.80 [2012/13] 100.40 [2011/12]	Monitor (Reducing)	[rolling yr to Sept-16] Slough 82.95 MSG 85.26 England 75.67	↔	Amber	The rolling year to date crime as of Sept 2016 has increased slightly by 1.26 (1.5%) - mainly down to the higher than usual violent crime in Slough. Crime in Slough is only up 1% when compared to 2015/16. Slough however remains below its 'most similar group' (MSG) table by 2.31 but above the England average by 7.28 - however the MSG figures saw increases larger than Sloughs in quarter 2. Now that it has been a full year since improvements were made to recording of offences and re-classification of certain offences, this data is showing a truer reflection of crime in Slough - were it not for the violent crime increases (a local, regional and national issue) Slough would be seeing healthy reductions in all crime. The rise in violent crime is attributed to better recording and more confidence in victims coming forward however there is still a lot more that can be done in getting victims to support police in prosecuting offenders; most of which are domestic related.
2.2i	Prevalence of children with 'excess weight' at start of primary school (Reception) as measured by the NCMP	Oct-16	23.0% [2014/15] 19.6% [2014/15] 21.9% [2013/14] 21.9% [2012/13] 22.3% [2011/12]	Closer to the national rate	[2015-16] Slough:23.0 % SE 20.9% England: 22.1% [2,452 children measured]	↓	Red	The percentage of children with 'excess weight' at the start of primary school in Slough is reported as above the England average and the South East average. More children measured than in 2014/15 so the increase in Slough is of concern at 3.4% compared to the rise of 0.8% in England as a whole. The rates of breastfeeding initiation remain above the England and decile average. Change4life Disney campaign and Sugar Swaps programme are still promoted through early years teams. Councillors wanted to assurance that the same children were being measured due to the high numbers transferring in and out. From now on data will be collected nationally by the unique pupil reference number of the child rather than at postcode level. Unpublished local data from the school nursing service suggests a much lower percentage which needs further understanding as the strategy would have to change if overweight children resident in Slough schools were attending schools outside of area as their results would only then appear when data is uploaded to the HSCIC.
2.2ii	Prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP	Oct-16	38.9% [2014/15] 38.8% [2014/15] 37.0% [2013/14] 34.8% [2012/13] 35.5% [2011/12]	Closer to the national rate	[2015-16] Slough 38.9% SE 30.8% England 34.2% [1,849 children measured]	↔	Red	In 2015/16 the percentage of children with 'excess weight' at the end of primary school in Slough is above the England and South East averages. The rate of increase in Slough is 0.1% compared to the rise of 0.8% in England as a whole. All primary schools are now using the 10 minute Disney shake up Change4life resources. 4 schools participated in the commissioned Let's Get Going programme and a further four courses have been commissioned. The unique pupil reference number will be used to collect data in future to identify whether transfers in and out are a factor in these results.
2.3	Percentage of pupils achieving a good level of development across the Early Years Foundation Stage.	Aug-16	64.9% [2014/15] 58.0% [2013/14] 49.9% [2012/13]	increasing	[2015/16] <u>Provisional</u> Slough: 69.2% SE & England averages to be released in the autumn	↑	Green	Achievement in the 2015/16 academic year shows that performance in Slough Schools has improved by 4.3% from 64.9% in 2014/15 to 69.2% in 2015/16. England and South East averages to be released later in the autumn term.
2.4	Safeguarding measure (from Corporate Parenting Plan) to be confirmed by outcome 5 group							
2.5	Number of people starting a smoking cessation course (rate per 10,000). Percentage of those who successfully quit smoking.	Aug-16	Cumulative number of 4WK quitters 1005 [Q4 2015/16] 791 [Q3 2015/16] 589 [Q2 2015/16] 198 [Q1 2015/16]	Meet target of 960	Q1-Q4 2015/16 4WKQ 1,010 12 WKQs 779 Q1-3 2015/16 <u>Rates per 10,000</u> Slough 1,815 SE 1,192 England 1,260	↑	Green	Slough is performing above the SE and England average. Data are published for all vulnerable groups Mothers smoking in pregnancy remain below the SE average.
2.6	Number of adults managing their care and support via a direct payment	Oct-16	235 [Mar-16] 197 [Mar-15] 188 [Mar-14]	Increasing	293 clients & carers [September 2016]	↑	Green	The number of service users and carers supported through a Direct Payment continues to increase. We have implemented a new system using pre-payment cards which will make Direct Payments easier to manage and use, are contracting with Enham Trust to provide a Personal Assistant Matching and Employment Support service, and have issued guidance to staff to support and seek Direct Payments as the default position when providing services. We will be reviewing the performance measure used in the 5 Year Plan report to ensure we use the most appropriate measure to evidence our primary strategy of increasing the number of service users and carers who can control their support through Direct Payments.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Using Resources Wisely								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
3.1	Council Tax in year collection rate (%)	Oct-16	96.5% [2015/16] 96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	97.10%	April to Sept-16 57.67%	↑	Green	The collection rate at the end of September 2016 was 57.67% which is 0.03% below the profiled target to meet the end of year target.
3.2	Proportion of council tax payments by direct debit	Oct-16	55.7% Mar-16 51.9% Mar-15	Increasing	As at Sept-16 56.7%	↑	Green	As at September 2016 the percentage of accounts paying by direct debit has increased from 55.4% in Jun-16 to 56.7% in September 2016. All efforts are being made to increase the percentage paid by direct debit.
3.3	The percentage of household waste sent for reuse, recycling or composting	Oct-16	26.8% [2015/16] 29.1% [2014/15] 29.4% [2013/14] 29.9% [2012/13] 30.7% [2011/12]	Increase to 45% by 2018	26.2% [year to Jun-16]	↓	Amber	Ongoing reduction in the amount of waste recycled through red bin wheeled kerbside service to be addressed through new collection service as rendered through Waste Strategy 2015-2030. The decline is very gradual. Data is available on a quarterly basis only (some months in arrears), and is subject to stringent validations by Defra and Eurostat before release.
3.4	Percentage of municipal waste sent to landfill	Oct-16	0.8% [2015/16] 6.2% [2014/15] 5.9% [2013/14] 9.9% [2012/13] 6.4% [2011/12]	Reduce to 0.5% by 2020	0.9% [year to Jun-16]	↑	Green	Q1 performance has seen best ever performance with regard to waste to landfill figures. Q4 is another excellent performance. Slough is currently on target for zero landfill.
3.5	Proportion of residents signed up for self service	Oct-16	Jun-16: 11.2% 5,979 residents Mar-16: 8.4% 4,510 residents Dec-15: 7% 3,856 residents Sept-15: 5.4% 2,912 residents Jun-15: 0.03% 1,693 residents	Increasing	As at Sept-16 12.6% 6,719 residents	↑	Green	This is a new service which started from April 2015. As at September 2016, 6,719 residents are signed up for self-service equating to 12.6% of households.

Appendix B: Five Year Plan Outcome updates as at 30/09/2016

5 YEAR PLAN OUTCOME:	Outcome 1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay		OUTCOME LEAD:	Tracy Luck	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	AMBER	GREEN	10/10/2016
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	01/07/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ol style="list-style-type: none"> 1. Establish a business inward investment and retention function. 2. Ensure a fit for business transport infrastructure. 3. Enable partners to support residents to develop skills to meet local employers' needs. 4. Develop planning policies which will deliver more high value business properties to meet modern needs. 5. Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow. 6. Develop a more mutually beneficial relationship with Heathrow Airport. 7. Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<p>1.1 Establish a business inward investment and retention function</p> <ul style="list-style-type: none"> • Promotional Video for attracting Chinese inward investment is under production by The Chinese Weekly and currently at second draft. • Tractivity CRM and online property search facility is now live. • Appointed Thames Valley Property to deliver a Slough Investors Day at the Curve. Date tbc. <p>1.2 Ensure a fit for business transport infrastructure</p> <ul style="list-style-type: none"> • A355 widening 70% complete. • A4 MRT utility diversions still on going, progress made with businesses to sign up to the new service. • A332 utility diversions underway main civil's to start next year. <p>1.3 Enable partners to support residents to develop skills to meet local employers' needs</p> <ul style="list-style-type: none"> • Community Learning has successfully completed stage 1 in our bid to the Big Lottery – we now have to submit a further stage two application which we have a development grant of £30,700 to support us in stage 2 - which needs to be submitted with the next six months. The bid focuses on those who may exhibit challenging issues and should be used to address barriers to work. This is an East Berkshire programme Slough, W&M and Bracknell, with Slough as the lead and accountable body. The bid is worth £878,360.00 over three years to be delivered by 2020. • Major schemes have now taken on an apprentice engineer from Slough. <p>1.4 Develop planning policies which will deliver more high value business properties to meet modern needs</p> <ul style="list-style-type: none"> • Published Economic Needs Assessment which identifies how much new employment land we may need in Slough. <p>1.5 Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Link to Heathrow</p> <ul style="list-style-type: none"> • Burnham scheme design complete to be issued to Balfour Beatty for pricing. • Hollow Hill Lane closure in place with monitoring underway and negotiations due to start. <p>1.6 Develop a more mutually beneficial relationship with Heathrow Airport</p>					

Appendix B: Five Year Plan Outcome updates as at 30/09/2016

- Blueprint of ideas submitted to HAL for consideration.

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

- Reviewing entrance into Slough at Junction 6 “Astroturf” being considered and priced.

Key activities / milestones *scheduled* for *next* period:

1.1 Establish a business inward investment and retention function

- Completion of Chinese investment video.
- Promotion of online property search.
- Arranging details for Slough Investors Day with Thames Valley Property.

1.2 Ensure a fit for business transport infrastructure

- Nothing to report.

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

- Nothing to report.

1.4 Develop planning policies which will deliver more high value business properties to meet modern needs

- Seek approval of Local Plan Issues and Options document which includes proposals for new commercial development.

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

- Nothing to report.

1.6 Develop a more mutually beneficial relationship with Heathrow Airport

- Nothing to report.

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

- Nothing to report.

Key issues of risk / obstacles to progress:

(the main headings from the more detailed Risk Register for this 5YP outcome)

Red / Amber / Green

Appendix B: Five Year Plan Outcome updates as at 30/09/2016

5 YEAR PLAN OUTCOME 2: There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough			OUTCOME LEAD	Mike England	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	AMBER	AMBER	AMBER	30/09/2016
<i>Previous month</i>	GREEN	AMBER	AMBER	AMBER	30/04/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key actions					
<ul style="list-style-type: none"> ▪ Higher quality private <u>rented</u> sector housing will be a valued housing option and will reduce long term health problems. ▪ Make best use of existing <u>public sector</u> housing stock to meet housing need. ▪ Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need. ▪ Make better use of land including <u>and existing housing within the borough including</u> using opportunities for new high quality, family and high density residential developments. ▪ Prevent homelessness where possible through early intervention and using a range of housing options. ▪ <u>The Council will actively promotes new garden suburb in an area to the north of Slough.</u> 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> ▪ 28 private rented sector properties improved. ▪ 11 final HMO licences issued which will lead to improvements in homes. ▪ Reduction in number of families in B&B. ▪ Briefing session for members on Allocations policy and homelessness. ▪ RMI procurement progressing to timetable. ▪ Completion of first council homes by SUR on Ledgers Road. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> ▪ Report on Private Sector stock condition modelling. ▪ Work to bring 15 derelict long-term empty private properties back into use with report to Cabinet on 7 potential CPOs. ▪ Publication of Housing Revenue Account Business Plan. ▪ Publication and consultation Draft Housing Strategy. ▪ Establishment of 2 wholly-owned Subsidiary Housing Companies. 					
Key issues of risk / obstacles to progress:					
<small>(the main headings from the more detailed Risk Register for this project)</small>					Red/Amber/Green
Increased PS market rent levels rendering the sector inaccessible to households on benefits.					AMBER
Exponential growth in homelessness due to welfare reform and demand for private sector accommodation.					AMBER
Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction.					AMBER
Increase in construction costs rendering small and infill site development non-viable.					AMBER
Staff vacancy rate and inability to recruit to undertake housing regulation functions.					AMBER
Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing.					AMBER
Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates.					AMBER
Pay to Stay and Sale of Valuable Assets undermining viability of development.					AMBER
National delays in providing clarity on RTB extension, Pay to Stay, compulsory sale prevent scheme development for affordable housing leading to delays.					GREEN

Appendix B: Five Year Plan Outcome updates as at 30/09/2016

5 YEAR PLAN OUTCOME:	Outcome 3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities		OUTCOME LEAD:	Joe Carter	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	AMBER	AMBER	GREEN	01/10/2016
<i>Previous month</i>	GREEN	AMBER	AMBER	GREEN	01/07/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Create a VISION for the Centre of the Town. • Define and establish the Centre of the Town as a destination. • Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space. • Understand through consultation and intelligence, the current and future needs and expectations of the High Street. • Cultivate a vibrant town centre. • Expand the evening economy. • Deliver a One Public Estate Strategy. • Ensure the Curve continues to be operationally successful. • Make 'Slough the place of innovation'. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Utility diversions underway for Windsor Road widening. • Park Mark renewal to all SBC Town Centre car parks. • LED lantern change – over 4000 installed to date. • Town Centre Partnership meeting held 27/9. British Independent Retailers Association – bira – delivered a presentation on services for indies and the shop local campaign. • Managed High Street events for the opening of The Curve 2-3 September. • Worked with partner organisations to design a town centre events programme – SWIPE and Creative Junction – as part of Home Slough, Arts Council England Funded programme. SWIPE Music's Sounds on The Square series took place between September and October. • Commissioned Slough Aspire to deliver the Town Centre Recruitment Day on 25 October at The Curve. • Ongoing marketing and promotion of town centre activities through Facebook community page and Twitter account. • Exploring viable solutions to digitise Slough High Street. Met with inTechnology WiFi on 5 October to discuss Free WiFi for Slough Town; Met with TownApps UK on 6 October to discuss an app for Slough Town Centre. Met with My360 MyGravity on 11 October to discuss a loyalty card and app for businesses and retailers. • Started discussions with ATCM to introduce the Purple Flag principles and develop the Evening and Night-Time Economy. Met ATCM on 5 October. • Developing effective ways of working with internal teams – The Curve, Libraries, Food & Safety, Assets and Neighbourhood Environment Services. • Fifth edition of Slough Means Business Newsletter published. • Javelin Group produce VENUESCORE, national retail ranking statistics which shows Slough retail ranking past and present. This showed that Slough has dropped down the retail ranking from 57th in the country in 2006 to 147th in 2016. • Negotiations have continued with landlord of LMP to secure early surrender lease/assignment of the lease to a third party – however the feedback at this stage is not encouraging. • Secured confirmation that DAAT will remain in-situ until March 2017 to provide time to relocate – Elliman Resource Centre has been identified, but subject to Cabinet approval. • Obtained independent valuation for early surrender and met with agents of SHOC to negotiate 					

Appendix B: Five Year Plan Outcome updates as at 30/09/2016

consideration (the price).

- YOT relocated to SMP, Connaught House returned to landlord.
- Cabinet approved two separate reports on the OLS and have confirmed that it should proceed on the basis of a mixed-use development including 2 hotels, a restaurant and 60 residential apartments.
- Cabinet agreed a **confidential report** regarding the acquisition of a key town centre redevelopment site.

Key activities / milestones *scheduled* for *next* period:

- Gaining Disabled Parking Accreditation for all TC Car Parks.
- Town Centre Recruitment Day – 25 October.
- Christmas Switch On Event – 26 November.
- Home Slough Spark in The Street Festival – 3 December.
- Queensmere Observatory Christmas Grotto – 3 December.
- Small Business Saturday UK campaign 2016 – 3 December.
- Festive Fun Weekend – 17 and 18 December.
- Provide support to Queensmere Observatory with the promotion of events and activities – Diwali and Halloween.
- Ongoing marketing and promotion of town centre activities through Facebook community page and Twitter account and other avenues.
- Publish results of town centre visitor satisfaction survey.
- Complete procurement of footfall systems.
- Local Plan issues and Options document will be published for consultation in January 2017.
- Establish firm position with landlord of LMP to rule this in or out of future work streams.
- Agree price and negotiate terms for early surrender of SHOC.
- Enter into HoT with hotel operator.
- Undertake technical due diligence for key regeneration site.

Key issues of *risk / obstacles to progress*:

(the main headings from the more detailed Risk Register for this 5YP outcome)

Red / Amber / Green

Resource allocation

AMBER

Budget identification

AMBER

Appendix B: Five Year Plan Outcome updates as at 30/09/2016

5 YEAR PLAN: OUTCOME 4 Slough will be one of the safest places in the Thames Valley			OUTCOME LEAD	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	AMBER	AMBER	AMBER/GREEN	11/10/2016
<i>Previous quarter</i>	GREEN	AMBER	AMBER/GREEN	AMBER/GREEN	08/07/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<p>Lead, influence, and agree with partners delivery of key actions/activities and milestones to focus SBC resources upon supporting the identified priorities and emerging issues of concern for Slough. To keep in mind the interdependencies of SAFE with other 5YP outcomes</p> <p>Key deliverables will be the those arising from the:</p> <ul style="list-style-type: none"> • Safer Slough Partnership priorities based upon the SSP Risk Matrix. • ASB Implementation Outcomes. • Community Cohesion Strategy. • Preventing Violent Extremism Action Plan. <p>Governance and reporting to where possible reflect existing partnership mechanisms e.g. SSP.</p>					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Outcome 4 Delivery Group Workshop to review delivery of priorities. • Safer Slough Partnership approval for new delivery structure and first meeting of the Performance Management Group (PMG). • Task & Finish Group for Parks & Open Spaces established. • SAFE Communications Group established. • Presentation to members on SARA and their role in community problem solving. • Lime Project reported back to the SSP and we now move to phase two of the research. • Additional CCTV and reassurance activities provided for Salt Hill Park. • Agreement on CCTV provision for Baylis Park. • Safeguarding Training for Taxi and Private Hire Drivers started. • Domestic Abuse Health Check and Review underway. • 11 x CPN warning letters served; 3 x full CPN's served; 3 x interim youth injunctions obtained. • Door knocking in response to ASB & drug complaints – Hurworth Avenue – 9th September. • Prosecution file submitted for an offence of Fly Posting 2 pending fly tipping investigations. • Litter pick with YMCA and Roma children – Saturday 9th July and 16th August. • Crime Reduction & Environment Day in Chalvey – 5th August. • Door knocking – Hurworth Avenue – 9th September. • Two night operations have been carried out with the Police and the Home Office Immigration Enforcement Team. • Additional work on rough sleepers and parks completed, between 15 to 18 rough sleepers identified, all were known to services. • 69 staff WRAP trained – 4 sessions held (SBC staff); 2 sessions held in schools. • Prevent Contact Officer (national launch) 13th July in partnership with TVP & SECTU. • Slough women's forum newsletter launched in July. • Community Cohesion message sent out in response to attacks in Nice. • Slough YOT engagement day – Prevent table with leaflets, Prevent community interactive products on display and spoke to members of the community and Partners in relation to Prevent. Productive in raising awareness and purpose of Prevent. • Slough women's forum hosted a free personal safety session for women on how to stay safe, recognise risks and deal with situations that could cause harm on 18th August 2016. 					

Appendix B: Five Year Plan Outcome updates as at 30/09/2016

- Messages sent out to SBC staff: hate crime and concerns following the referendum.
- Members of the Community Cohesion Group visit local church as part of the cross-party visits to faith based establishments. Visit to St Mary's Church - 7th August 2016.
- Meeting with the Home Office re: Prevent on 15th September – 24 members of the communities attended a Q&A event at East Berkshire College with Members.
- Adopt a Post Office scheme launched in Langley.
- Park Mark for town centre car parks approved for the second year.
- Over 4000 LED lanterns installed since April.
- Review of lighting levels around the Curve and associated car parks completed.
- Crime data support for the JSNA provided.

Key activities / milestones **scheduled** for **next** period:

- Domestic Abuse Completion of CCTV installation for Baylis Park.
- Competition of training for 900 plus taxi and private hire drivers on Safeguarding.
- Competition of Domestic Abuse Health Check to inform future partnership and commissioning arrangements.
- Delivery of GP training on Domestic Abuse.
- One House in Multiple Occupation (HMO) under investigation for breach of HMO Management Regulations.
- Complex investigation ongoing a block of flats with extensive issues & associated tenancy ASB.
- YMCA community event in Chalvey on 26th October to engage with the community/ASB surveys.
- Duty of Care project in relation to the rear of the Curve, businesses, waste contractors consulted and an action plan implemented.
- Drivers Code of Conduct to presented to Licensing Committee with other reports on 20.10.16.
- 6 Staff WRAP training sessions planned.
- Phase 2 of Lime (CSE) report progressing.
- LED lantern upgrade continuing.
- Refreshed Multi-agency Serious Organised Crime Group established (first meeting 05.10.2016).
- Keeping residents informed - Article in *Citizen* Magazine about Slough women's forum "staying safe" session.
- Slough women's forum hosting free parenting skills session in November and delivering a staying safe session with employees from a local company.
- Britwell Winter Jubilee event on 12/11 organised by Britwell NAG, funding received by evergreen Trust via Tesco Community Funding to target hardening Blue Bell Woods re scrambler bikes.
- SAFE will continue to feed into the Slough Plan.
- Develop a new performance framework for the Safer Slough Partnership.

Key issues of **risk / obstacles to progress**:

(the main headings from the more detailed Risk Register for this project)

Red / Amber / Green

Permanent CS & Trafficking Co-ordinator in post.

Green

Procurement of DA services to cover transition with contract arrangements and new provision from April 2016. **Contract in place from 1st April 2016 with DASH.**

Green

Vacancies in Neighbourhood Services and capacity to deliver.

Red

Staff attendance at WRAP training session; need to maintain momentum.

Amber

Prevent Co-ordinator in place 1st September.

Green

CSE Co-ordinator post in place and based in Slough Children's Trust.

Green

Appendix B: Five Year Plan Outcome updates as at 30/09/2016

5 YEAR PLAN OUTCOME:	Outcome 5: Children and young people in Slough will be healthy, resilient and have positive life chances		OUTCOME LEAD:	Ketan Gandhi	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period					12/10/2016
<i>Previous month</i>					06/07/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Enable children and young people to lead emotionally and physically healthy lives. • Enable children to live safe, independent and responsible lives. • Enable children and young people to enjoy life and learning, to feel confident about their futures and aspire to achieve to their full potential. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<p>Enable children and young people to lead emotionally and physically healthy lives</p> <ul style="list-style-type: none"> • Health Scrutiny (6 October) discussed options for commissioning the 0-19 HCP Community Nursing services. <p>Enable children to live safe, independent and responsible lives</p> <ul style="list-style-type: none"> • Established Joint Improvement Board. • Agreed to Joint Parenting Panel with SCST. • Agreed and begun implementing S11 action plan. <p>Enable children and young people to enjoy life and learning, to feel confident about their futures and aspire to achieve to their full potential</p> <ul style="list-style-type: none"> • Facilitated discussions with council's contractual partners to increase apprenticeship offer for looked after children and care leavers. Arvato have engaged with the SCST to look at how to improve access to apprenticeship opportunities for our looked after children and care leavers. • Young people in schools who are at risk of becoming NEET have been identified and will be receiving additional support to secure a successful transition post year 11. • Strategic Skills & Employment group has been established with representation from SBC, Business, Education & the Vol Sector. 					
Key activities / milestones <i>scheduled</i> for next period:					
<p>General</p> <ul style="list-style-type: none"> • Review of outcome to ensure that it is accurately reflecting our ambitions for our children and young people. • Slough Youth Awards. • Analysis of Make Your Mark campaign by Slough Youth Parliament – will result in identifying what issues are the most important to young people and help shape the next youth Parliament manifesto. <p>Enable children and young people to lead emotionally and physically healthy lives</p> <ul style="list-style-type: none"> • 0-19 HCP Community Nursing services – workshop being arranged for 26 October to discuss with commissioners the results of the options analysis. <p>Enable children to live safe, independent and responsible lives</p> <ul style="list-style-type: none"> • Ofsted Monitoring Visit – 1-3 November 2016. • Agree Transition Strategy for those transferring from Children's to Adult Social Care. <p>Enable children and young people to enjoy life and learning, to feel confident about their futures and aspire to achieve to their full potential.</p>					
Key issues of risk / obstacles to progress:					
(the main headings from the more detailed Risk Register for this 5YP outcome)					Red / Amber / Green

Appendix B: Five Year Plan Outcome updates as at 30/09/2016

5 YEAR PLAN OUTCOME:	6. More people will take responsibility and manage their own health, care and support needs		OUTCOME LEAD:	Alan Sinclair	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	AMBER	AMBER	AMBER	AMBER	10/10/2016
<i>Previous month</i>	AMBER	AMBER	AMBER	AMBER	06/07/2016
Project start date:	May 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Increase adult participation (16+) in sports and activities. • Increase the number of vulnerable adults who benefit from a preventative approach/service. • Increase the number of people benefiting from reablement/intermediate care services. • More vulnerable adults supported at home. • Increase the number of people supported by the voluntary and community sector to live independently at home. • Increase the number of people managing their care and support needs via a direct payment. • Reducing the demand on health and social care services. • Reducing the average spend per person in receipt of support from the council. • Increasing the percentage of adult social care users who have as much social contact as they would like. • Increase the percentage of stated outcomes achieved as part of safeguarding. • Increase the proportion of people who feel 'safe' as a result of the safeguarding procedure. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • National Diabetes Prevention Programme under the banner of Healthier You commenced. • Multiagency workshop run to test the Berkshire pandemic flu plan. • Learning Disability (LD) internal services completed. • LD day service report to cabinet. • Start of new Advocacy in Slough service. • Delivery of 15/16 savings and preparation for 16/17 savings. • Better Care Fund (BCF) plan for 16/17 implementation. • Learning Disability Transforming Care plan approved by NHS England. • Development of Frimley Sustainability and transformation plan (STP). Latest plan submitted 30th June. • ASC budget and performance workshop held. • ASC redesign co design workshops completed. • Celebration of world mental health day. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Integrated cardiac prevention service specification to be tendered. • Savings plans in place for ASC and being monitored for 16/17. • Work on systems and digital options for delivery of Care Act social care reforms. • LD provider service changes completed. • LD day services options being developed. Report to cabinet July. • ASC redesign – staff briefings and consultation document completed. • Prevention plan development. • ASC workforce strategy development. • BCF plan 16/17 NHS England assurance and pooled budget agreed. • Drug and Alcohol Action services redesign and procurement. 					

Appendix B: Five Year Plan Outcome updates as at 30/09/2016

<ul style="list-style-type: none"> • Sustainability and transformation plan (STP) actions agreed. • Health visitor procurement options agreed. 	
Key issues of risk / obstacles to progress:	
(the main headings from the more detailed Risk Register for this 5YP outcome)	Red / Amber / Green
1. Timescale for delivery of all actions not achieved. Monitoring of delivery of actions through outcome 6 steering group and ASC programme board – and corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber
2. Ability to deliver the revenue savings. Monitoring through ASC DMT and corrective action or escalation taken.	Amber
3. Impact on key performance targets. Monitoring through ASC DMT and corrective action or escalation taken.	Amber
4. Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support. Development of a new prevention strategy and return on investment key part of this strategy.	Amber
5. More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding. Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber
6. Management of lots of change at same time – capacity and change fatigue. Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber
7. Management information and data. New PID and performance framework being developed - Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber

Appendix B: Five Year Plan Outcome updates as at 30/09/2016

5 YEAR PLAN OUTCOME: 7 – Maximising our use of assets and income			OUTCOME LEAD	Stephen Fitzgerald	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	No update received for qtr 2				
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	01/07/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Increase the collection rates of Council Tax and Business Rates. • Maximise the use of its capital resources to increase revenue savings & make the capital strategy affordable. • Remove subsidies where appropriate and revenue from fees and charges will be maximised. • Maximise income from investment properties. • Use new approaches to revenue and asset maximisation through the Subsidiary Housing Company (SHC) and Slough Urban Renewal (SUR). • Rationalise the operational property estate, through disposals and shared use. • Maximise savings from procurement, commissioning and contract management. • Ensure a revolutionised approach to household waste collection is in place. 					
Key activities completed / milestones <i>achieved</i> in this period:					
•					
Key activities / milestones <i>scheduled</i> for next period:					
•					
Key issues of risk / obstacles to progress:					
(the main headings from the more detailed Risk Register for this project)				Red / Amber / Green	

Appendix B: Five Year Plan Outcome updates as at 30/09/2016

5 YEAR PLAN OUTCOME:	Outcome 8 - The council will be a leading digital transformation organisation		OUTCOME LEAD:	Tracy Luck	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	Green	Green	Amber	Green	30 Sep 2016
<i>Previous month</i>	Green	Green	Amber	Green	30 Jun 2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Use technology to redefine the way customers contact the council. • Streamline customer journeys to deliver savings. • Invest in technology to enable staff to work smartly wherever they are located. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Completed Define Phase of the Customer-led Digital Transformation Programme which incorporates the Customer and Mobile working elements of the overall programme. • Engaged city-wide stakeholders in articulating the first draft of our Digital City vision. • Extended geospatial database license with CACI (Acorn) and hence our ability to improve use of demographic data in decision making. • Formalised a partnership with Henley Business School to support research and development regarding digital and digital city solutions. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Recruit a Head of Customer. • Proceed with the Design Phase of the Customer-led Digital Transformation Programme. • Establish city-wide Digital City leadership team. • Begin procurement of customer-related digital solutions (integrated suite of CRM technologies including customer portal, CRM and customer insight tools). • Begin procurement of mobile working digital solutions. • Recruit Business Analyst and other key programme resources. • Re-set the programme governance. 					
Key issues of risk / obstacles to progress:					
<small>(the main headings from the more detailed Risk Register for this 5YP outcome)</small>					Red / Amber / Green
Capital investment requirements higher than present budget allocation					Red
Lack of in house capacity to deliver transformation					Amber

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 12 January 2017

CONTACT OFFICER: Neil Wilcox; Assistant Director, Finance & Audit
(For all enquiries) (01753) 875358

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

FINANCIAL REPORT – Month 7 2016-17

1 **Purpose of Report**

- To provide Members with the Month 7 (October) forecast financial information for the 16-17 financial year.
- To note the write offs contained within this report
- To note the virements contained within this report

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

The Committee is requested to note the current financial forecast and the ongoing work by departments to reduce the over spend.

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

The report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council to ensure that it is efficient, effective and economic in everything it does is achieved through the improvement of corporate governance and democracy by ensuring effective management practice is in place.

The report helps achieve the corporate objectives by detailing how the Council is delivering the Council's budget in line with the approved budget.

4 **Other Implications**

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	N/A	N/A
Equalities Issues	N/A	N/A

Community Support	N/A	N/A
Communications	N/A	N/A
Community Safety	N/A	N/A
Financial	N/A	N/A
Timetable for delivery	N/A	N/A
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

None

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA

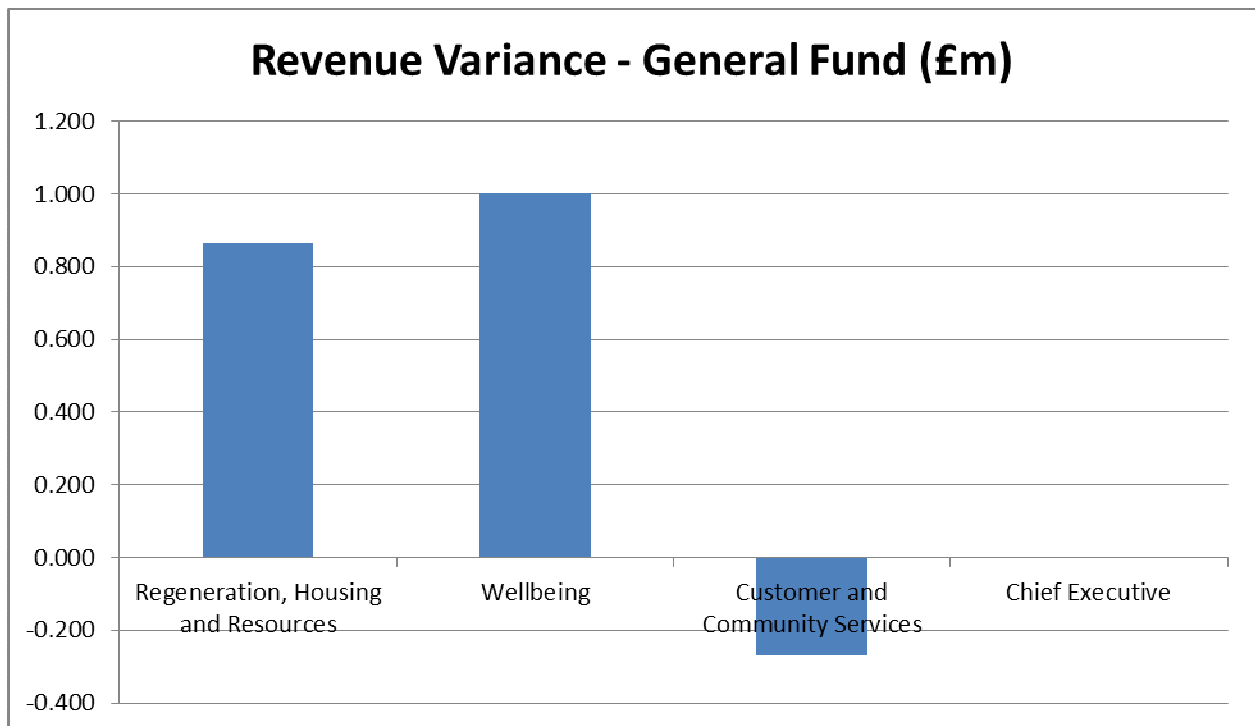
5 **Key Messages**

5.1 **Revenue – Forecast Outturn**

5.1.1 The Council is forecasting an over spend of **£1.596m** as at month 7 (October) after allowing for additional funding sources. The financial position is very similar to that reported in month 6, when the Council was forecast to over spend by **£1.604m**.

5.1.2. There has been no significant change in the forecasts during month 7. More detail is provided in paragraph 6.

5.1.3 The forecast outturn variance by Directorate is shown below.



5.2 Housing Revenue Account

5.2.1 The Housing Revenue Account for 2016/17 was originally expecting a deficit of £0.064m. As at the end of period 7 the forecasted net outturn remains a surplus of £0.396m as shown below. The net variance is therefore £0.460m

Division	Annual Forecast		
	Budget	Forecast	Variance
	£ 000's	£ 000's	£ 000's
HRA Expenditure	37,102	36,642	(460)
<i>Tenant Services</i>	<i>2,187</i>	<i>1,821</i>	<i>(366)</i>
<i>Neighbourhood Housing Areas North/South/East/Resilience</i>	<i>1,228</i>	<i>1,228</i>	<i>0</i>
<i>Arears & Investigation</i>	<i>511</i>	<i>511</i>	<i>0</i>
<i>Tenant Participation</i>	<i>270</i>	<i>270</i>	<i>0</i>
<i>Housing Allocations/Lettings</i>	<i>164</i>	<i>164</i>	<i>0</i>
<i>Leaseholder Team</i>	<i>249</i>	<i>249</i>	<i>0</i>
<i>Housing Repairs</i>	<i>8,500</i>	<i>8,500</i>	<i>0</i>
<i>Management & Services</i>	<i>5,309</i>	<i>5,215</i>	<i>(94)</i>
<i>Loans and Bad Debt</i>	<i>6,378</i>	<i>6,378</i>	<i>0</i>
<i>Funding Of Capital Projects (RCCO)</i>	<i>12,306</i>	<i>12,306</i>	<i>0</i>
HRA Income	(37,038)	(37,038)	0
<i>Dwelling Rents</i>	<i>(32,730)</i>	<i>(32,730)</i>	<i>0</i>
<i>Garage Rents</i>	<i>(489)</i>	<i>(489)</i>	<i>0</i>
<i>Shop Rent</i>	<i>(660)</i>	<i>(660)</i>	<i>0</i>
<i>Other Rents e.g Ground, Wayleaves, Land</i>	<i>(474)</i>	<i>(474)</i>	<i>0</i>
<i>Leaseholder Service Charges Income & Chargeable Works</i>	<i>(726)</i>	<i>(726)</i>	<i>0</i>
<i>General Service Charges</i>	<i>(1,934)</i>	<i>(1,934)</i>	<i>0</i>
<i>Interest</i>	<i>(25)</i>	<i>(25)</i>	<i>0</i>
Total Operating Budget	64	(396)	(460)

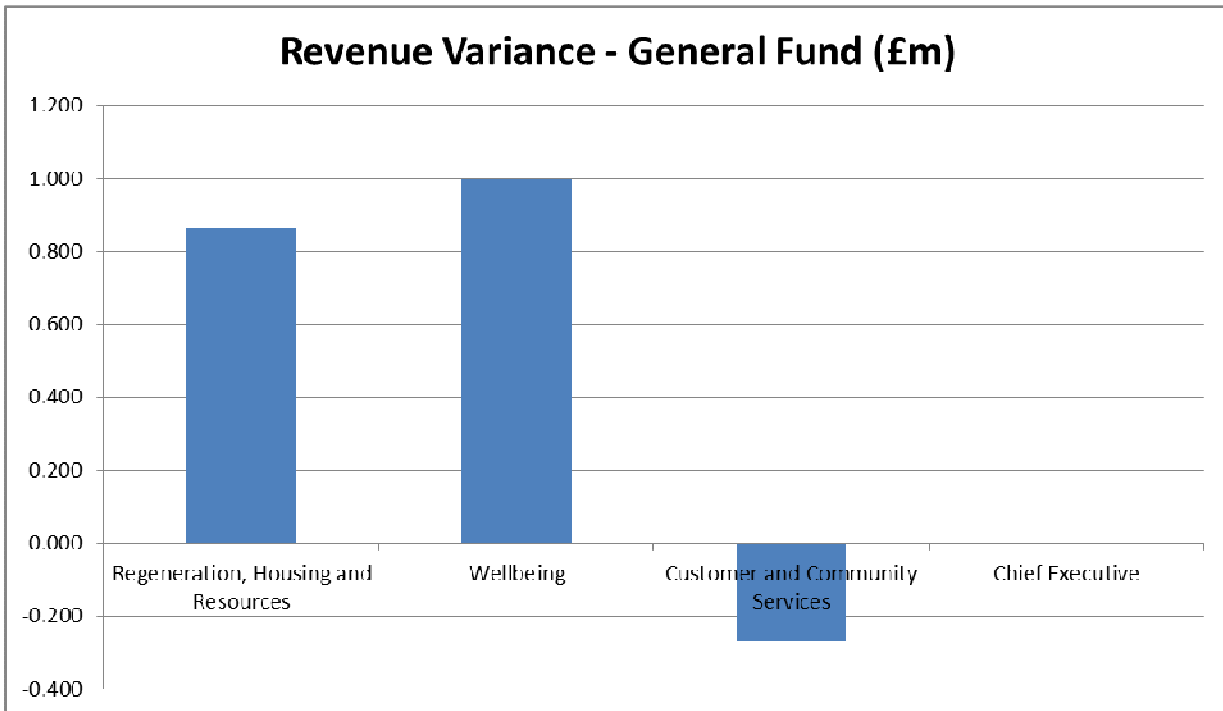
5.3 **Capital – Forecast Outturn**

5.3.1 The overall consolidated capital programme (including the HRA and general Fund) for 2016/17 is £111.727m. As at the end of period 7 the forecast net outturn has increased over the past month to £78.032m. The net variance is therefore £33.695m (30%). This is explained further in paragraph 7.

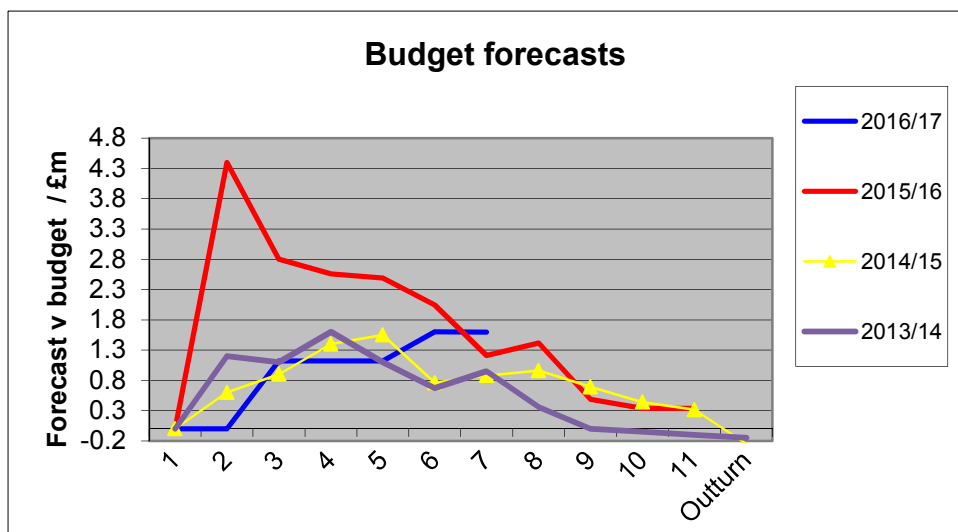
Executive Report

6 Revenue Expenditure

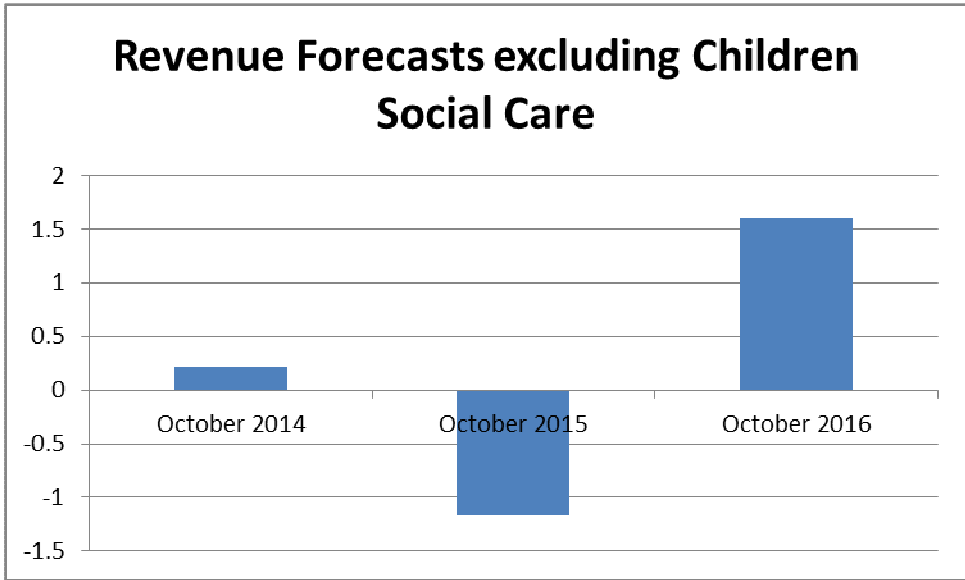
6.1 Period 7 Forecast Outturn by Directorate



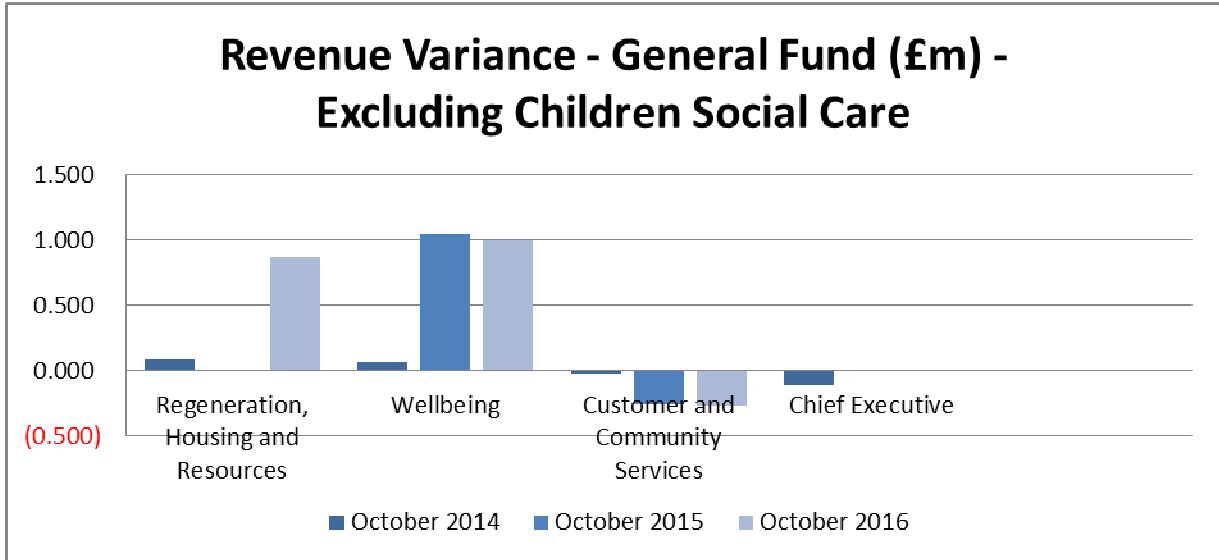
6.2 The table above shows the variances expected in each directorate. The budget forecasts compared to previous years can be seen below.



6.2.1 The chart shown above includes previous year overspends associated with Children Social Care that has since been transferred to Slough Children's Services Trust. When these overspends are removed the overall forecasts for the past three years can be summarised as below.



6.2.2 The performance of the directorates for the past 3 years can also be summarised as below.



6.3 The Council is forecasting an over spend of £1.596m as at month 7. The quarter 2 budget monitor report was forecasting an over spend of £1.604m due mainly to increasing pressures on the Adult Social Care budget. There were increasing pressures on the domiciliary care budgets due to increasing levels of need for existing clients. This risk remains constant at £1m by year end although the Department is actively trying to contain the costs. The service is scrutinising all areas of expenditure such as agency costs and imposing spend restrictions where possible. Other areas within the directorate are explored to try to find under spends that will help to reduce the financial pressure. In addition the service is trying to maximise Better Care Fund (BCF) and Public Health grants.

6.4 Assets, Infrastructure and Regeneration is forecasting an over spend of £423k as at the end of month 7. The asset acquisitions programme is not as advanced as expected at this stage of the year therefore income generated as a result of purchasing fee earning assets is forecast to be lower than the budget. The service is actively pursuing new opportunities via the Council's Strategic Acquisition Fund to

generate additional revenue income for the Council but they have not had an impact on the overall forecast to date. These over spends have been offset by total savings of £330k elsewhere within the directorate and additional savings will be identified in following monitoring reports. An increase in building control and planning application fees will generate £187k additional receipts. In addition staff vacancies in the Transport service will contribute savings of £150k. Work is continuing within this directorate to minimise any potential over spends. The movements can be seen in the table below.

	£000s
Overspends	
Assets, Infrastructure and Regeneration – Asset Acquisition Income	760
Savings	
Assets, Infrastructure and Regeneration – Building Control/Planning Application Fees	(187)
Assets, Infrastructure and Regeneration – Transport vacancies	(150)
TOTAL	423

- 6.5 The RHR - Housing and Environment service is forecasting a total projected over spend of £442k in this service area. Work in the past month has reduced this overspend by £28k. £397k is due to homelessness pressures on temporary accommodation costs. There will be a reduction of £45k in the social services grant receivable and capital recharges recovered for the Disabled facilities grant

	£000s
Housing and Environment Overspends	
Temporary accommodation	397
Social Services Grant Receivable and Capital recharges	45
TOTAL	442

6.6 Within the Customer and Community Services directorate a saving of £269k has helped to offset over spends elsewhere in the Council. There are vacancies throughout the Learning and Community and Contracts, Commissioning and Procurement services and these are resulting in forecasted savings. These staffing savings have been partly offset however by additional agency costs within transactional services. This area has also received a reduction in the DWP administration grant received in the current year. The directorate can be summarised as follows.

	£000s
Customer and Community Services	
Learning and Community	(142)
Wellbeing and Community	(48)
Transactional Services	250
Contracts/Commissioning and Procurement	(329)
TOTAL	(269)

6.7 All services continue to work on their published action plans to ensure that all overspends and pressures are reduced. The current forecasted outturn can be seen in Appendix A.

7 Capital Expenditure

7.1 As mentioned above the Council expects to spend 70% of the total capital programme by the end of the 2016/17 financial year. The analysis of this spend as at month 7 is as follows.

	Revised 16-17 Budget	Actual October 2016	Projected Outturn	Slippage %
Directorate	£000s	£000s	£000s	£000s
Resources	34,860	13,636	19,995	43%
Education and Wellbeing	26,665	2,552	19,026	29%
Customer & Community Services	25,916	10,013	16,773	35%
Chief Executive	33	24	33	0%
Housing Revenue Account	14,333	6,788	12,070	16%
Affordable Housing	9,920	2,250	10,135	-2%
Total	111,727	35,263	78,032	30%

7.2 As part of the reconfiguration of the Capital Programme, and in order to assess the nature of the high level of slippage, a review of all capital projects are being carried out with service managers. Most of the capital projects have now been reviewed and the 5 year capital programme is currently being reprofiled and will be reported in full to cabinet at the January meeting.

8 Virements

8.1 There have only been 2 Virements during the current financial year to date and the were as follows

Directorate		Amount	Reason
From	To	£	
Regeneration, Housing and Resources	Wellbeing	16,300.00	Budget wrongly allocated to Corporate Landlord.
Customer and Community Services	Regeneration, Housing and Resources	54,534.00	Transfer of Change Control (SMP Reception) budget from Arvato back to SBC

9 Write Offs

9.1 A net total of £1.086m has been written off during the first seven months of 2016/17. The largest area of write offs total relates to NNDR debt (£0.657m). The overall total has been reduced as there have been some credit write backs. The write off across the council's services for the first 6 months, including the reason for write off, can be summarised as follows. The write offs below are requested for approval.

Reason	NNDR	Council Tax	Former Tenant Arrears	Housing Benefit	Total
	Value £	Value £	Value £	Value £	Value £
Unable to trace / Absconded	172,971.96	108,699.23	98,570.21	777.12	381,018.52
Vulnerable persons			97.97		97.97
Deceased		172,969.98	12,278.12	4,331.41	189,579.51
Statute Barred / Unable to Enforce		71,189.35	31,109.14	2,586.83	104,885.32
Bankruptcy				760.31	760.31
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	483,983.68				483,983.68
Misc. (incl uneconomical to pursue)	196,659.02	1,370.00	10,200.52	5,886.16	214,115.70
Credit Balances	-196,658.31	-91,551.11			-288,209.42
	656,956.35	262,677.45	152,255.96	14,341.83	1,086,231.59

10 Conclusion

10.1 The Council over spend is currently estimated to be £1.596m at year end. The Council is committed to delivering services on budget during 2016/17 and work is ongoing to reduce this forecasted financial position.

11 Appendices Attached

'A' - Summary revenue forecasts

12 Background Papers

'1' - Supporting working papers held in finance

Financial Year	2014/15	2015/16	2016/17
Directorate	Variance: Over / (Under) Spend	Variance: Over / (Under) Spend	Variance: Over / (Under) Spend
	£'M	£'M	£'M
<u>Wellbeing</u>			
Adult Social Care and Health Partnerships	31.051	32.051	1.000
Children, Young People and Families Services	29.253	29.253	0.000
Central Management	0.424	0.424	0.000
Public Health	(0.435)	(0.435)	0.000
Total Wellbeing	60.294	61.294	1.000
Total Schools	(0.337)	(0.337)	0.000
Total Wellbeing and Schools	59.957	60.957	1.000
<u>Customer and Community Services</u>			
Customer Services & IT	0.355	0.355	0.000
Learning & Community	2.596	2.454	(0.142)
Wellbeing & Community	3.052	3.004	(0.048)
Enforcement and Regulation	1.725	1.725	0.000
Strategic Management	0.407	0.407	0.000
Transactional Services	8.156	8.406	0.250
Contracts, Commissioning & Procurement	1.019	0.690	(0.329)
Total Customer and Community Services	17.310	17.041	(0.269)
<u>Regeneration, Housing and Resources</u>			
Strategic Management	0.160	0.160	0.000
Corporate Resources	0.006	0.006	0.000
Housing and Environment	14.419	14.861	0.442
Assets, Infrastructure and Regeneration	8.483	8.906	0.423
Total Regeneration, Housing and Resources	23.068	23.933	0.865
<u>Chief Executive</u>			
Chief Executive	0.342	0.342	0.000
Strategic Policy & Communication	2.222	2.222	0.000
Professional Services	1.281	1.281	0.000
Total Chief Executive	3.845	3.845	0.000
Total Corporate	(0.445)	(0.445)	0.000
Total General Fund	103.734	105.330	1.596
% of revenue budget over/(under) spent in total			1.5%

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 12th January 2017

CONTACT OFFICER: Mike England, Interim Strategic Director,
Regeneration, Housing, and Resources

(For all Enquiries) (01753) 875300

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

**CABINET DECISION CALL-IN - HOUSING REVENUE ACCOUNT BUSINESS PLAN
2016-2046**

1. **Purpose of Report**

To advise the Committee of the receipt of a Member call-in and to seek the Committee's views and instructions on how it wishes to deal with it. The meeting will also receive a verbal update on the issue of the allocation of new build homes and the consideration of rent levels.

2. **Recommendation**

The Committee is requested to consider the call-in and to decide what action it wishes to take in response to it.

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

Good quality homes are integral to the wellbeing of everyone. The provision of low cost, affordable social (Council) housing therefore plays a fundamental role in supporting the delivery of Slough's Joint Wellbeing Strategy. The forthcoming Housing Strategy will set out how the Council sees its role in improving housing conditions and opportunities in the borough, including in social housing.

Housing and Neighbourhood Services have a wide range of skills, knowledge and legal powers available to officers to take action to address anti-social behaviour and work in partnership with Thames Valley Police to tackle crime and domestic abuse. The Tenancy Sustainment Team work closely with council colleagues to support vulnerable residents, offering a free handyperson service aimed at carrying out DIY work to prevent falls and other risks of injury within residents' homes. The service takes a holistic approach to responding to the needs of the borough's neighbourhoods and the communities that live in them. Access and customer care are key principles underpinning the Regulatory Framework which applies to the Council's landlord services, requiring Neighbourhood Services to ensure that services are open and accessible to all.

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

The Housing Revenue Account (HRA) Business Plan links to the following Slough Joint Wellbeing Strategy priorities:

- Health – the links between decent housing and health are well documented.
- Regeneration and Environment – the HRA Business Plan sets out how the service will contribute to regenerating and investing in improvements to the built environment.
- Housing – The repair, maintenance and investment in the Council's housing assets is funded directly by the HRA.
- Safer Communities – The HRA funds the Council's anti-social behaviour service to manage problems that is caused or suffered by the Council's tenants or leaseholders.

Cross-Cutting themes:

The Council's approach to managing its housing assets is based on encouraging and supporting its tenants and leaseholders to be accountable and responsible for their actions and take civic responsibility for their homes, their neighbourhoods and the communities they live in. Residents are supported and encouraged to maintain their neighbourhood and their home which, in turn, contributes towards improving the image of the town.

3b. **Five Year Plan Outcomes**

The HRA Business Plan will help to deliver the following Five Year Plan outcomes:

- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough.
- 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.
- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay.

4. **Other Implications**

(a) **Financial**

At the core of the HRA Business Plan is a series of 30 year financial projections. The key financial issues are therefore dealt with in the Business Plan itself.

(b) Risk Management

Risk management issues are set out in Section 11 of the Business Plan (attached as Appendix A).

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications relating to this Business Plan. There may be legal implications as the details of emerging Government policy are made clear. For this reason the Business Plan will be reviewed in March 2017 to fully understand any legal implications.

(d) Equalities Impact Assessment

Equality Impact Assessments are routinely carried out as part of operational service delivery and reviews. There are no equality related issues in relation to the Housing Revenue Account Business Plan.

(e) Property

The HRA Business Plan supports the Council's ambition to maintain and invest in its current housing assets whilst continuing to deliver a development programme to build new, affordable homes in Slough. Detailed descriptions of the implications on property are included in the body of the Plan.

(f) Carbon Emissions and Energy Costs

The re-commissioning of the repairs, maintenance and investment contract will provide opportunities to reduce carbon emissions in Council owned homes.

5. **Supporting Information**

Call-In Process

- 5.1 A Member Call-In has been received from Councillors Anderson, Pantelic and Swindlehurst, as attached at Appendix B to this report.
- 5.2 The decision referred to in the Call-In was taken by Cabinet at its meeting on 17th October 2016. The Call-In was received prior to the 5 working day deadline, meaning that the implementation of the decision has not yet taken place and is awaiting the Committee's response. Member Call-Ins regarding Cabinet decisions are dealt with through a standardised process set out in the Slough Borough Constitution (Part 4.5 Section 16).
- 5.3 The Committee may take the following action on the call-in:
- Agree to take no further action on the request (the reason for that decision to be recorded in the minutes and Members are advised).
 - Make alternative recommendations to the Cabinet or Council (if applicable).
 - Make representations/views known to the Cabinet or Council (if applicable) in respect of decision taken and implemented within Cabinet or Officer delegated powers.

Cabinet Decision – Housing Revenue Account Business Plan 2016 – 46

- 5.4 The Housing Service set out the HRA Business Plan for the next 30 years at the Cabinet meeting on 17th October. This Business Plan is attached as Appendix A.
- 5.5 Cabinet was asked to make a series of decisions on the Business Plan, and was in agreement with the following proposals:
- (a) That the draft Housing Revenue Account Business Plan be approved.
 - (b) That the draft Business Plan be issued for consultation to the Residents Board and other residents groups.
 - (c) That authority be delegated to the Strategic Director, Regeneration, Housing and Resources following consultation with the Cabinet Member for Housing and Urban Renewal to finalise the Business Plan in the light of comments received during the consultation.
 - (d) That the Strategic Director, Regeneration, Housing and Resources, following consultation with the Cabinet Member for Housing and Urban Renewal, be authorised to begin planning for the Options Appraisal of the Council's housing stock referred to in paragraph 5.7 of this report, with a proposal to be brought back to Cabinet for approval.
 - (e) That the development programme set out on Section 8 of the Business Plan be confirmed.
 - (f) That the policy on rents to be charged on new build homes as set out in paragraphs 8.11 and 8.12 of the Business Plan be approved.
- 5.6 The substantive elements of decisions (a) – (e) are not the subject of the Call-In. This is due to the fact that they are requesting for further consultation to be undertaken on the relevant matters and therefore are not final decisions. However, it is decision (f) which is disputed by the 3 members who have raised the objection in this instance.
- 5.7 The Call-In is asking the Overview and Scrutiny Committee to consider the rents policy and Cabinet's decision to approve it. The policy is set out in paragraphs 8.11 and 8.12 of the Business Plan (Appendix A pages 15 – 16). The members raising the Call-In have questioned the procedure undertaken in this matter. They argue that it has been done in a manner which may conflict with SBC's requirements for transparency, due notification and scrutiny when making such service changes.
- 5.8 As a result, the members have requested that this decision should be suspended until March 2017. This would allow the matter to be included in the overall consultation and scrutiny processes to which the Business Plan itself will be subject prior to its final consideration by Cabinet.

Officers' Response

- 5.9 The timetable envisaged by the HRA Business Plan considered by Cabinet on 17 October is for a further complete review of the Plan to be completed by March 2017 when it is hoped that some of the uncertainties about the current position will have been resolved. Both versions of the Plan – the current one and the further update due in March - will be the subject of consultation.
- 5.10 The rationale for the proposal to charge higher rents on new build properties is set out in paragraphs 8.11 and 8.12 of the Business Plan. Although this is not something that the Council would normally wish to do there are sound reasons for considering it now;
- The current position on the Housing Revenue Account is that, at least for the next few months, the Council does not have a clear picture of either its income or its required expenditure over the life of the Plan and as a consequence cannot know if the account is viable in the medium and long term. In this period of uncertainty, these new build properties represent the only significant source of additional income available to the Council and this income may be required to sustain investment in existing homes as well as to build new ones.
 - Even if by March 2017 the position on the HRA has been stabilised the Council still faces the position that the reserve we have to fund our new build programme is a one off. Once used up the new build programme will end, other things being equal. If the Council charges higher rents on these new build homes it can fund the building of more new council homes. There is a trade-off between rents charged and the number of new homes which can be afforded. This is a position facing all local authorities now in a situation there is now no national subsidy available for affordable rented housing.
 - The Government had intended to introduce the new Pay to Stay arrangements from April 2017. This would have meant that households with a gross income of more than £31,000 would pay more rent, with the additional income being paid back to the Government. The Government has now announced that it will not be proceeding with this measure on a compulsory basis.
- 5.11 The proposal in the Business Plan is for rents to be at 80% of market rent or the Local Housing Allowance rate, whichever is the lower. In most cases this will be the LHA rate, which is around 70% to 75% of the market rent, depending on property size. This approach has been adopted to ensure that the homes would still be available to residents claiming Housing Benefit. In all other respects, including security of tenure and tenants' rights, the position of tenants is the same as in any other council tenancy.
- 5.12 The proposal for immediate implementation of the higher policy derives from the fact that a number of new properties will be handed over in the next few months – 23 before the end of March 2017. If a standard council rent is charged on these properties they will then be caught by the Government's controls on existing rents and it will not be possible subsequently to increase rent levels to the higher rates. Over the 30 year life of the Business Plan the additional rent income on these properties is significant and material and would be beneficial to

the HRA, particularly given the current uncertainty on the account referred to above.

- 5.13 The letting of the properties becoming available immediately has subsequently been delayed by the need to discontinue the Local Lettings Plan which had been in place for the allocation of new build homes. Officers are currently considering the options for the allocation of the properties.

6. **Comments of Other Committees**

The original report was presented to Cabinet on 17th October 2016; their decision is the subject of this report.

Overview and Scrutiny Committee considered the matter at its meeting on 17th November 2016. At the meeting, Members were informed that legal issues surrounding the lettings policy on the new properties had meant that implementation had been delayed and it was anticipated that letting of these properties would not now take place until early 2017. It was resolved that consideration of the Call-In be deferred to the committee meeting scheduled for 12 January 2017.

7. **Conclusion**

Members are requested to consider what action to take on the call in.

8. **Appendices Attached**

'A' - Significant Decision
'B' - Call in request

9. **Background Papers**

Cabinet Agenda Papers – 17th October 2016.

Slough Borough Council Housing Revenue Account Business Plan 2016-2046



Housing Revenue Account Business Plan 2016-2046

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1. Executive Summary

Slough Borough Council owns and manages over 7,100 rented and leasehold homes funded within a separate financial account – the Housing Revenue Account ('the HRA'). Its ambition is to retain ownership of its good quality housing stock, regenerate areas where this is necessary, build new homes and offer homes to residents at affordable, but realistic, rents.

In the short term the HRA remains financially strong and will allow the council to continue to invest £100 million over the next 7 years to repair, maintain and invest in its current stock, whilst investing £40 million in directly developing new, affordable, homes over the next 4 years.

This follows the regeneration of Britwell, which saw the Council investing significantly in improving the infrastructure and safety of the area as well as delivering a new community hub and 258 new homes.

The Your Homes, Our Homes Project will see the re-commissioning of repairs, maintenance and investment services which will offer opportunities to invest in Slough's neighbourhoods and communities further and to provide truly customer focussed services to residents. It will also provide the opportunity to build a local, in-house capacity to undertake maintenance work. The Council remains committed to realising its vision of ensuring that neighbourhoods provide a safe and healthy environment for all residents and visitors.

The Council's priorities for service delivery will be to:

- Design and commission an innovative repairs, maintenance and investment service;
- Engage and empower residents to influence decisions that affect them, their home or their neighbourhood;
- Deliver efficiencies to maximise income and commercial opportunities to generate additional income to invest in the Council's housing stock and contribute to the development of new, affordable, homes;
- Achieve value for money through the rigorous management of contractors and other agencies;
- Take prompt, effective action to tackle anti-social behaviour and enviro-crime to ensure that all neighbourhoods provide a safe and healthy environment for all residents and visitors

Case Study: 'Milestone'

'Milestone' is the first resident-led development project to be delivered by Slough Urban Renewal, which is a 50:50 joint venture company that is owned by the Council and Morgan Sindall Investment Ltd.

The development, which started on site in Spring 2015, is located between Ledgers Road and Montem Lane. It includes a mix of private properties and 23 affordable homes for rent (a mix of apartments and houses) which will be acquired by the Council upon completion.

With a high quality internal and external specification and impressive landscaping, Milestone is the first of a pipeline of projects to be delivered on the Council's behalf by Slough Urban Renewal that will increase the supply of modern, energy efficient and affordable homes for rent.

- Deliver a focussed landlord service that meets the Council's statutory housing duties and complies with current legislation and which is accessible to all of the Council's current and potential tenants and leaseholders
- Review the Tenancy Strategy and the Allocations Policy to reflect the Council's aims and ambitions as well as residents' needs and expectations.

Priorities for investment of HRA resources will be:

- Repairs, maintenance and investment programmes for Council owned homes
- £40 million developing new homes for residents in need of affordable homes.
- Compliance with regulatory and legislative requirements in relation to services delivered
- Shifting the money spent on works to property away from reactive day to day repairs and towards planned and cyclical maintenance and investment works
- Modernising and maximising the use of IT systems to achieve efficiency savings

The Council has taken an ambitious but responsible approach to the management of its housing finances. An important part of this is its approach to borrowing and debt. The Government has set a limit of £177 million on the total amount of debt the council can use for the HRA. None of the current commitments will trigger borrowing up to this level. Our Treasury management is responsible and prudent and focussed on lowering the amount of debt in order to reduce interest payments. The Council is committed to repaying as much of its debt as possible but acknowledges that we are not in a position to pay off debt in its entirety at the present time.

Over the next 4 years the Council is committed to using its reserves to fund the programme to build new homes whilst maintaining at least £1 million in reserves to protect the HRA from unexpected fluctuations in income and expenditure. Beyond this the Council will need to decide on the right balance between investing in new and existing homes in the short and medium term, which will increase liabilities, and containing or reducing debt. One factor in this decision will be the rent levels to charge on newly-built homes.

Although the HRA is strong in the short term, there are significant uncertainties and threats in the future, including:

- The long term impact on income of the Government taking control of rent setting, including 'Pay to Stay' proposals which will require tenants with a combined household income over £31,000 to pay more
- The impact of Government policy to forced the sale of 'higher value' Council homes as they become empty
- The effect on HRA income of welfare reforms and, in particular, the introduction of Universal Credit and further caps on the total amount of benefits that a household can receive
- The results of the Stock Condition Survey (due in January 2017) which will reveal more precisely how much needs to be invested in Council owned homes over the next 30 years

The Business Plan shows that if the impact of these, operating either singly or in combination, is significant, they could threaten existing investment plans and lead to the council being faced with difficult choices on how to prioritise investment. Together these uncertainties and threats represent

the endpoint of what had previously been regarded as a long-term agreement with the Government over the self-financing of the HRA.

It is anticipated that the impact of these matters will be come clearer over the next few months. For this reason this Plan should be seen as providing a baseline against which a further review of the Business Plan will be completed in March 2017.

In addition to this, it is proposed that now is the time for the Council, in partnership with residents, to undertake a comprehensive Asset Management Review/Options Appraisal looking at the future of its housing stock and at how the Council can best achieve its ambition to provide more and better homes for the benefit of the people of Slough. This Options Appraisal would commence immediately, would be informed by the revised Business Plan in March 2017 and would be completed by December 2017.

2. Introduction

- 2.1 Slough Borough Council owns and manages 7,100 rented and leasehold homes across the borough. This is the Council's most valuable physical asset. A wide and diverse range of residents are accommodated in council homes across a range of income groups. However, they are a particularly important resource for households on low or modest incomes who cannot afford to house themselves in homes available on the private market. Its significance is increasing as house prices and private sector rents escalate. Demand for council homes is high and far outstrips supply. Council housing is also vital for the economic future of Slough in that it provides affordable accommodation for people who work in the borough.
- 2.2 Council homes are financed through a special account – the Housing Revenue Account (HRA) - which is separate from the rest of the Council's finances. The Council is required to produce a plan setting how it intends to manage and utilise its homes in the long term. This HRA Business Plan provides the Council's forecasts for utilising HRA funds over a 30 year period to effectively manage and maintain the Council's housing stock and contribute towards the development of new affordable homes in the borough.
- 2.3 The Slough Joint Wellbeing Strategy states that "by 2028 Slough will possess a strong, attractive and balanced housing market which recognises the importance of housing in supporting economic growth". This HRA Business Plan contributes to how the Council will achieve this ambition. The 5 Year Plan defines the Council's ambitions, opportunities and challenges together with the priorities and resources available to achieve the Council's vision. Homes and housing are one of its key themes. The Housing Strategy describes how the 5 Year Plan outcomes will be achieved and should be read in conjunction with this Business Plan.
- 2.4. The Localism Act 2011 introduced a "Self-Financing" regime for council homes whereby local authorities were able to retain HRA funds and have the ability to decide locally how this money is spent. Slough Borough Council has grasped these freedoms and flexibilities and embarked upon an ambitious programme of development, regeneration and improvement. However, the

opportunities introduced through self-financing have been undermined since the summer of 2015 by emerging government policy, which has effectively taken control of council rents, will require some tenants on higher incomes to pay more and will require councils to sell some of their higher value homes.

- 2.5. These fundamental changes at a national level are being accompanied locally in Slough by a major drive to improve the Council's capacity and ability to manage its assets effectively. A full stock condition survey, currently in train will update information about the Council's homes. In parallel the Your Homes, Our Homes Project is recommissioning the repairs, maintenance and investment contract so as to deliver these services more comprehensively and effectively over the next 7 to 10 years.
- 2.6 In view of the pace of change this Business Plan has been produced as a baseline position and it will be reviewed by March 2017, when it is anticipated that the full impact of the changes and initiatives referred above will be known and understood. It is also a major recommendation of this Plan that the Council should use this opportunity to undertake a full Option Appraisal of the future of its housing stock, in full collaboration and partnership with tenants and leaseholders.
- 2.7 The Plan contains a number of sections which start out by describing the homes within the HRA in Slough and how they are managed and go on to set out the external operating environment within which this Plan has been developed. The report describes current investment priorities and the ambitious development programme currently underway. The core of the Business Plan is a set of 30 year financial projections and sensitivity analyses which serve to summarise the overall financial outlook for the HRA and the risks which it faces over the life of the Plan. It concludes with an Action Plan setting out the Council's priorities for action.

3. Governance and Resident Involvement

- 3.1 Slough consists of 15 wards governed by 42 elected Councillors. The Council's Cabinet is responsible for strategic decisions and comprises 7 Commissioners, including a Commissioner for Housing and Urban Renewal.
- 3.2 Housing and Neighbourhood Services are overseen by the Strategic Director, Regeneration, Housing and Resources through the Head of Neighbourhood Services and the Head of Housing Services.
- 3.3 The Council's landlord function is regulated by the Homes & Communities Agency who set out their required outcomes and specific expectations in the Regulatory Framework for Social Housing in England. The framework contains specific requirements and expectations relating to resident involvement in the Tenant Involvement and Empowerment Standard. Delivery of the Consumer Standards that apply to local authority landlords is underpinned by the principles of co-regulation and resident led scrutiny.
- 3.4 In Slough the Resident Board ('the Board') is the principal resident-led group responsible for co-regulating and scrutinising the Council's landlord function. The Board delegates the day-to-day co-regulatory and scrutiny functions to the Repairs & Maintenance Panel and the

Neighbourhood & Complaints Panel who are able to commission scrutiny activities from the wider resident community.

- 3.5 The current re-commissioning of the repairs, maintenance and investment services presents an opportunity to modernise and enhance resident involvement and engagement at a local level to offer residents, Councillors and key stakeholders an opportunity to influence priorities to reflect local needs and aspirations. The Resident Board, Panels and Neighbourhood Forums will form an integral part of the governance of these services, allowing residents to monitor and scrutinise service delivery.

4. Neighbourhood and Housing Stock Profile

- 4.1 Slough has a fast growing population and its proximity to London contributes to the high demand for affordable housing across all tenures. The Right to Buy means that the Council no longer manages large, purely Council owned estates, however there continues to be a higher density of Council owned homes in Britwell, Langley, Foxborough and Chalvey.
- 4.2 The borough has a high number of properties built between 1930 and 1939 (18%) and from 1955 onwards (20%). These homes are often smaller on average than the norm with an average 4.7 rooms per household. The average household size in Slough is 2.8 people (the second highest in England) with 20% of households being overcrowded compared to 8% across England.
- 4.3 Slough is one of 162 English Councils (around half of the total) still owning housing stock. Slough Borough Council owns and manages 6,093 rented properties and a further 1,091 leasehold properties across the borough. Demand for affordable housing in Slough remains high with over 250ⁱ households being housed in temporary accommodation at the time of writing this plan. The implementation of a new allocations scheme in January 2014 resulted in a reduction of over 5,000 applicants on the Housing Register. Of the 1,780 applicants currently on the waiting list, 30% require a one bedroom property, 31% require 2 bedrooms and 33% require 3 or more bedrooms. The average waiting time for a council property ranges from 74 weeks for over-50s accommodation to 234 weeks for a 4/5 bedroom home.
- 4.4 The Council's housing stock comprises a mix of flats, houses, maisonettes, bungalows and mobile home bases. The teams also manage 1,946 garages on 161 garage sites and a further 28 garages scattered across the borough. There is a programme of redevelopment to regenerate garage sites that are no longer fit for purpose. The stock also consists of 9 ex-sheltered complexes situated almost entirely (7 out of the 9 complexes) in the East of the borough.

North Neighbourhood

- 4.5 The North Team manage 2,669 council owned, rented properties in the North of the borough, including 50.6% of homes in Britwell which is the second most deprived ward in Slough. The most common type of housing is terraced and semi-detached houses. However, there are a significant number of blocks of flats within the council's housing stock.

South Neighbourhood

- 4.6 The South Team manage 1,188 council owned rented properties in the South of the borough, including Central Slough and Chalvey which is the most deprived ward in Slough. Whilst the South contains the lowest number of council owned properties in the borough, it has the greatest number of Houses in Multiple Occupation (HMOs)

East Neighbourhood

- 4.7 The East Team manage 2,407 council owned, rented properties in the East of the borough, including 50% of Council owned blocks of flats. Wards in the East of the borough show the lowest levels of deprivation.

5. External Operating Environment

- 5.1 The social housing sector has been through a period of unprecedented change in recent years. The changes have presented some challenges and opportunities for the Council and will continue to do so throughout the lifespan of this Business Plan. Under the self-financing regime (introduced by the Localism Act 2011) the Council particularly welcomed the freedom to develop new homes in the borough and aims to expand its development programme in response to the growing demand for affordable homes in Slough.
- 5.2 The Housing & Planning Act 2016 and the Welfare reform and Work Act 2016 will have a significant impact on the Council's housing services over the coming years. Whilst much of the detail is yet to be issued, the legislation contains the following provisions that will present challenges for the Council:
- **Pay to Stay** requires households with a (combined) income of £31,000 or more to pay higher rents. From April 2017, qualifying households will see their rent increase by 15p per pound earned above the threshold¹. Taxable income must then be reviewed annually and rents uprated in line with the Consumer Price Index. Work is currently underway to identify qualifying households and to analyse the impact that increased rents will have on the HRA.
 - Local authorities will be required to **pay a levy based on an estimate of the high value homes that they own**. The Council awaits clarity from the Government on the definition of 'high value', however the surplus generated by these sales will be used to compensate housing associations for the discounts offered to their tenants under the Voluntary Right to Buy. It is expected that homes that are sold for this purpose will be replaced on a 'one for one' basis.
 - The **reduction of council rents by 1%** in each of the 4 years beginning with 2016/17. The impact of this is discussed in detail in Section 9 of this Plan.

¹ This figure may change as the details of the Housing & Planning Act are developed.

- The impact of the **end of lifetime tenancies** means that the Council need to review its Tenancy Strategy and this is included in the Action Plan at Appendix 1.

- 5.3 Slough's proximity to London makes it an attractive alternative to households that are unable to afford the capital's high property prices and rents. The borough's excellent travel links and plans for HS2 and Crossrail have driven significant increases in local house prices and market rents over the past 2 years. The opportunity for private landlords to charge higher rents mean that the cost of renting privately is increasingly exceeding the Local Housing Allowance, making them out of reach for many low income households. This, combined with the London Borough's capacity to pay the higher rents plus additional incentives to private landlords to encourage them to accept nominations from their Housing Registers, has had a significant impact on the Council's capacity to discharge its homelessness duties to private rented accommodation.
- 5.4 The introduction of the Under-Occupation Penalty introduced by the Localism Act 2011 impacted on an estimated 485 households in Slough. However, the majority of households affected have since found work and are either able to pay any shortfall in their housing related benefits or their rent in full. Of the remaining households affected, 21 households are claiming Discretionary Housing Payments to cover the shortfall and 13 are looking to downsize.
- 5.5 An estimated 600 households in Slough are likely to be affected by the reduced benefit cap when it comes into effect in 2016. At the time of writing this plan there is no indication of when Universal Credit will be introduced for families and it is only currently being claimed by single people. The impact of these reforms is being closely monitored.

6. Landlord Services

- 6.1 Housing and Neighbourhood Services deliver the Council's responsibilities as a social housing landlord. The services sit within the Regeneration, Housing and Resources directorate and are managed by the Head of Neighbourhood Services and the Head of Housing Services.
- 6.2 A number of major contracts and agreements are in place to deliver services, including:
- The **Interserve plc** contract extension to deliver the responsive repair, void property works, planned maintenance, external decorations and out-of-hours repairs services. Interserve also provide a free Handyperson Service for vulnerable residents. These services are currently being re-commissioned pending the end of the contract extension with Interserve in November 2017.
 - The **Amey contract** delivers a range of grounds maintenance services, including street cleaning, grounds maintenance, waste collection, graffiti removal and fly-tipping disposal. The contract is due to end on 31 March 2017 and an options appraisal for the delivery of these services is currently being prepared.

- The contract with **Arvato plc** is a 10 year contract which commenced in 2012 for the delivery of a range of front and back-office functions on behalf of the Council. Service delivered on behalf of Housing and Neighbourhood Services, includes the assessment of Housing Benefit claims, a Digital Image Processing service, invoice payments, administration of Discretionary Housing Payments and local welfare provision, rent accounting and the Cashiers Service. In 2013 the Customer Service Centre (MyCouncil) and IT functions were added to the Arvato contract.

- 6.3 Housing management services are delivered by three Neighbourhood Teams with patches aligned to the Thames Valley Policing Sectors in the North, South and East of Slough. The Leasehold Services Team manage service charges and major works billing as well as Right to Buy applications. The day to day management of leasehold properties is carried out by the Neighbourhood Teams in liaison with the Leasehold Services Team.
- 6.4 Service priorities and improvements are designed and delivered in collaboration with the Resident Board and Panels. Resident led scrutiny activities, customer insight and market research are used to enhance the decision making process. In recognition of the financial impact of repairs, maintenance and investment works on leaseholders, the Council will continue to meet its legal obligations to consult leaseholders on these works and offer a range of payment options to allow them to spread the costs.
- 6.5 The Neighbourhood Teams combine the Council's Housing and Enforcement Officers who work collaboratively to tackle anti-social behaviour and enviro-crime. Together they are able to use the range of powers available to the Council to take action to tackle problems regardless of the cause or location where they occur.
- 6.6 Over the coming year the following areas will be prioritised for service development and improvement;
- Design and commission an innovative repairs, maintenance and investment service that embraces the use of new technology and digital media to enhance residents' experience of these services and improve the quality of their homes.
 - Engage and empower residents to co-regulate the Council's landlord function and to influence decisions that affect them, their home or their neighbourhood to enhance their experience
 - Identify and deliver efficiencies to maximise income and commercial opportunities to generate additional income to invest in the Council's housing stock and contribute to the development of new, affordable, homes for Slough's residents
 - Monitor and manage contractors, partners, external agencies and services provided internally to achieve Value for Money and to improve residents' experience of services
 - Make full use of all of the powers available to the Council to take prompt, effective action to tackle anti-social behaviour and enviro-crime to ensure that all neighbourhoods provide a safe and healthy environment for all residents and visitors
 - Deliver a focussed landlord service that meets the Council's statutory housing duties and complies with current legislation and which is accessible to all of the Council's current and potential tenants and leaseholders

- Review the Tenancy Strategy and the Allocations Policy to reflect the Council's aims and ambitions as well as residents' needs and expectations.

6.8 The service also manages over 1,100 leasehold properties sold under the Right to Buy. The Government's increase in the discounts available under the Right to Buy have seen applications increasing to 31 completions so far this financial year compared to a total of 51 in 2015/16. Fluctuations in house values will impact on residents' ability to afford to buy their home, however it is anticipated that there may be a slight increase in sales as the Government continues to incentivise home ownership.

6.9 The introduction of 'Pay to Stay' may also encourage some tenants into home ownership, as market rents and mortgage payments align. Right to Buy sales will be closely monitored and adjustments will be made to the HRA, as appropriate over the lifetime of this Plan.

7. Priorities for Repairs, Maintenance and Investment

7.1 The Council has successfully delivered a fully funded Decent Homes programme of works since 2005/06 that has had a significant impact on the quality of the Council's housing stock and the built environment. The Council aims to maintain the quality of its housing stock and ensure that any future investment is effectively planned and managed.

7.2 The Council currently spends around £12.5 million per year on repairing, maintaining and investing in its housing stock and associated HRA assets, broadly broken down into the following service areas:

- | | |
|---|--------------|
| • Day to day (routine) repairs, gas servicing, empty properties, planned preventative maintenance | £5.7 million |
| • Capital investment works | £5 million |
| • Statutory compliance testing and maintenance (eg Fire, Water and electrical safety) | £600,000 |
| • Pre-paint repairs and cyclical decorations | £320,000 |
| • Estate and window cleaning | £850,000 |

7.3 The capital programme for 2016/17 totals around £4.8 million. In anticipation of the re-commissioning of the repairs, maintenance and investment services contract due to commence on 1 December 2017, the Council has naturally exited most of its capital investment contracts in the run up to the new contract going live, leaving only 3 contracts in place for the:

- renewal of central heating and boiler upgrades
- replacement of external doors and windows
- renewal of roofs, soffits, rainwater goods and associated works

7.4 Other planned works programmed for 2016/17 include external lighting upgrades, garage improvements and external environmental improvements.

7.5 Looking forward, the current HRA Capital spend profile is as follows:

Programme	Year 1-5 2018-2023	Year 6-10 2023-2028
Budget	£24.95m	£32.9m

- 7.6 These costs above are indicative, based on historical investment programmes and do not necessarily reflect the actual investment required. In recognition that the Council's current stock data needed updating, a comprehensive and detailed Stock Condition Survey will be completed by January 2017. This will allow the Council to better prioritise and target investment works. The above programme will therefore be subject to change based on the outcome of the Stock Condition Survey which will enable a full options appraisal, investment profiles and a stock rationalisation programme to be developed. Residents will also be engaged and involved in setting priorities and strategic investment decisions.
- 7.7 Through the new repairs, maintenance and investment contract the Council is looking to develop a programme of works that reflects the changing needs of residents and the housing stock. The Council will ensure that resources are focussed in the correct areas and that it delivers its promises to residents in accordance with the Slough Standard and the 'Lettable Void Standard.' The Council will undertake to categorise repairs appropriately, empower officers to order discretionary repairs where appropriate and seek to achieve an appropriate balance between emergency, urgent and routine repairs.
- 7.8 In line with best practice, the Council is seeking, wherever possible, to ensure that repair orders are carried out as planned works rather than reactive tasks. The aim is to benefit residents by reducing the number of repairs they have to report and, over time, to improve and streamline delivery of the programme.
- 7.9 The nature, location and frequency of repairs will be continuously monitored to identify measures that can be taken to reduce the overall volume of repairs and to identify appropriate programmes of planned capital investment works and cyclical maintenance to maintain and enhance the housing stock.

8. Development and Regeneration

- 8.1 The Council has for a number of years proactively been looking for opportunities to build more affordable homes and to regenerate areas of the Borough.
- 8.2 Work began on the regeneration of Britwell in March 2011 with the demolition of bedsit bungalows and the unpopular Wentworth block of flats. Work started on the development of the Community Hub in February 2012 and the Hub, which includes a library, café, MyCouncil offices and community meeting rooms, was opened by Her Majesty The Queen and His Royal Highness The Duke of Edinburgh in April 2013.

8.3 Around 300 new homes and shops have now been built on Kennedy Park, Marunden Green, Wentworth Avenue and the site of an old nursing home on Long Readings Lane. The regeneration project has significantly improved safety and security for residents living in Britwell as well as delivering more, much needed, affordable homes.

Current Development Programme

8.4 The council has established an ambitious development programme on small, underused, HRA sites. This was assisted by an agreement with the Government which enabled the Council to retain Right to Buy receipts on the condition that they are used for the provision of new affordable housing. Up until March 2016, £12m of Right to Buy receipts have been retained for the provision of new affordable homes.

8.5 The indicative development programme is part funded through:

- Retained Right to Buy receipts
- The Council's Housing Development Fund
- Section 106 funding
- Borrowing



8.6 The total potential commitments from the development pipeline below are estimated to be £40m, excluding the cost of redeveloping the Tower and Ashbourne Houses site in central Slough (see below).

8.7 The table below shows the indicative affordable housing development programme:

Site	£m	Units	Ward	Anticipated final completion date
Former Wexham nurseries	7.2	34	Wexham	2018/19
Milestone/Ledgers Rd	3.6	23	Chalvey	2017/18
94-102 Stoke Rd - acquisition	0.8	6	Central	2018/19
Britwell Regeneration	0.4			completed
Eschle Court Pilot	2.1	11	Elliman	2017/18
93 Bryant Ave –Phase 1	0.2	1	Baylis & Stoke	2017/18
23 Mansel Cl –Phase 1	0.4	2	Wexham Lea	2017/18
116 The Frithe – Phase 1	0.2	1	Wexham Lea	2017/18

1 The Cherries – Phase 1	0.2	1	Wexham Lea	2017/18
Rochfords Hostel	3.8	20	Wexham Lea	2017/18
Belfast Avenue		7		TBC
r/o 40 Pemberton –Phase 2	1.9	1	Britwell & Northborough	2017/18
r/o 14 Gasgons – Phase 2	Incl ab	2	Britwell & Northborough	2017/18
r/o 8 Egerton – Phase 2	Ince ab	2	Britwell & Northborough	2017/18
Thirlmere – Phase 2	Incl ab	4	Haymill & Lynch Hill	2017/18
Wordsworth – Phase 2	Incl ab	1	Haymill & Lynch Hill	2017/18
Lynch Pin – Phase 2	1.1	6	Haymill & Lynch Hill	2017/18
Brook Path – Phase 3	0.6	3	Cippenham Gr	2018/19
Pendeen Ct – Phase 3	0.9	5	Cippenham Meadows	2018/19
324 Trelawney Ave – Phase 3	0.6	3	Langley Kedermister	2018/19
Fox Rd – Phase 3	1.1	6	Langley Kerdermister	2018/19
r/o 7-9 Mansel Cl – Phase 3	0.8	4	Wexham Lea	2018/19
Adj 7 Moreton – Phase 3	0.8	4	Cippenham Green	2018/19
Adj 130 The Normans – Phase 3	0.2	1	Wexham Lea	2018/19
Bowyer Rd – Phase 3	0.6	3	Cippenham Green	2018/19
Sheehy Way car park – phase 4	1.3	7	Wexham	2019/20
Blandford Cl - phase 4	4.3	23	Langley	2019/20
Turton Way garage site SL1 2ST - phase 4	1.1	6	Chalvey	2019/20
Newport Rd - phase 4	0.4	2		2019/20
adj 35 Layburn Cres - phase 4	0.4	2		2019/20
Merrymakers – pipeline	1.9	7	Langley	2019/20

Buybacks-indicative	3	12	various	N/A
Total	39.9	c 190-210		

Future Programme

- 8.8 The Tower House and Ashbourne House tower blocks are already being decanted prior to the site being redeveloped, a total of 120 flats. The majority of tenants and leaseholders have now been resettled in Council or other suitable accommodation of their choice and the tower blocks are at the demolition planning stage. An Options Appraisal is being carried out to determine which is the most economically viable option for the HRA in the longer term, whilst maximising the number of replacement units on the site.
- 8.9 The current development programme is focussed on derelict or underused sites so is subject to available HRA land supply. The delivery of new homes is projected for 2017 to 2019. However, in addition, work is underway for more ambitious regeneration programmes through stock rationalisation and densification of existing assets, open market land acquisitions and partnership working. The Stock Condition Survey and further Options Appraisals will yield a potential development programme beyond 2019. Initial high-level analysis has suggested that over the next 15 years and including the existing development programme, it may be possible to achieve a net gain of up to 1,000 homes on existing HRA land. This is subject to detailed further analysis.
- 8.10 This Plan proposes that in the light of the financial position of the HRA set out in Section 9 below the Council, in close partnership with residents, should undertake a comprehensive Asset Management Review/Options Appraisal looking at the future of its housing stock and at how the Council can best achieve its ambition to provide more and better homes for the benefit of the people of Slough. One focus of this study would be how to maximise the delivery of high quality new homes on HRA land.

Rents Policy

- 8.11 The Council has reviewed its policy on the rents to be charged on its newly-built homes. This does not affect the rents of existing tenants. By preference, the Council would wish to charge rents on new properties which are at the same level as those for existing tenants. However, it has had to review this position for three reasons;
- First, there is now no national Government funding for affordable rented homes and the Council is therefore dependent on generating its own resources to fund a development programme. While there is funding within the HRA for the existing development programme, these funds are a one-off. Charging a higher level of rent may allow for an extension of the existing programme;
 - Second, the financial analysis which follows in Section 9 demonstrates that on certain assumptions, the HRA is unstable over the 30 year span of the Business Plan. Furthermore, given that the Government has effectively taken control of the rents charged on existing homes, rents to be charged on new homes are the only significant

respect in which the Council can increase its income go the HRA. This income may be required not only for extending the development programme but for funding essential works to *existing* homes;

- Third, the introduction of the Government’s “Pay to Stay” policy means that for a significant number of tenants, rents will rise anyway with all of the benefit flowing back to the Treasury rather than being used for the benefit council tenants in Slough.

8.12 For these reasons, rents on new homes will be at 80% of market rent levels or maximum Local Housing Allowance rates, whichever is the lower. This will at least mean that the new homes are still within the reach of households in receipt of Housing Benefit. This position will be reviewed alongside the review of this Business Plan proposed for March 2017,

Case Study – Eschle Court

The fabric of the building of the old block of flats at Eschle Court was identified as being in very poor condition. The block was becoming hard to let and it would have taken a significant amount of Decent Homes budget to remedy the defects.

With the introduction of the new HRA freedoms and flexibilities it made sense for the Council to retain its asset and develop the site itself rather than involve private developers.

Works on the new development are underway and will provide a mix of affordable homes for rent, ranging from one and two bedroom apartments as well as a much needed three bedroom, wheelchair accessible, apartment. The block of 11 apartments with a parking courtyard is anticipated to complete in August 2018.



9. Finance Modelling, Assumptions and Projections

- 9.1 In preparing this Business Plan the Council has produced detailed financial projections for the HRA over the 30 year period 2016 to 2046.
- 9.2 The budget set for 2016/17 has already included the effect of a major change in Government policy on council rents. Until recently rents have been determined under Government guidance with annual increases around the level of inflation plus 0.5%. However under the recent Welfare Reform and Work Act , rents are subject to a 1% reduction each year until 2019/20. the Government's intentions beyond 2020 are unknown. This policy change has already been assumed to have reduced rental income over the 30 year Business Plan by a total of £36m.
- 9.3 The Table below summarises two scenarios for the 30 year Business Plan.
- The first scenario - the "Base Case" - shows the Business Plan as it stood at March 2016, just as the 2016/17 budget had been set;
 - The second scenario shows the integrated effect of sensitivity analysis undertaken based on a number of assumptions on a number of key variables.

HRA 30 Year Financial Projections 2016 to 2046 (£m)		
	Base Case (March 2016)	Integrated Sensitivity Analysis
Income	(1183.7)	(1103.5)
Expenditure	904.3	952.6
Net Cost/(Surplus)	(279.4)	(150.9)
Cumulative Balance	(19.0)	109.7
Note; Capital Expenditure	176.8	176.8
Note; Debt Repayment	112.7	112.7

The Base Case

- 9.4 A number of points form important background to the Base Case projections:
- As part of the "Self-financing agreement with the Government in 2012 the Council agreed to "buy" out of its housing debt and it's pre-2012 debt. Current borrowing is around £157m and will have to be repaid as the various loans become due or over time as funding permits;
 - Revenue Contributions to Capital are "surplus" income which is used to fund the capital programme, including new building;

- The more that can be paid off as loans mature or as funding permits, the lower the annual interest costs will be;
- The HRA currently has £14m in the Housing Development Fund, which has been earmarked for building new council homes.

9.5 The Base Case assumes that:

- After the 4 years of 1% rent reductions from 2016/17, rents increase at 0.9% per annum
- The Council undertakes a programme of capital works (decent homes and planned works) to existing homes totalling £176.8m over the 30 year period;
- Debt repayment of £112.7m takes place over the 30 year period.

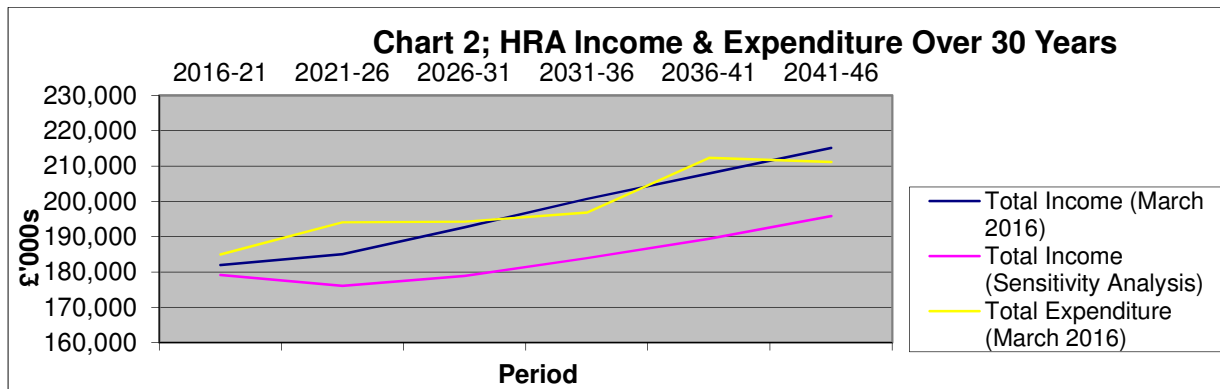
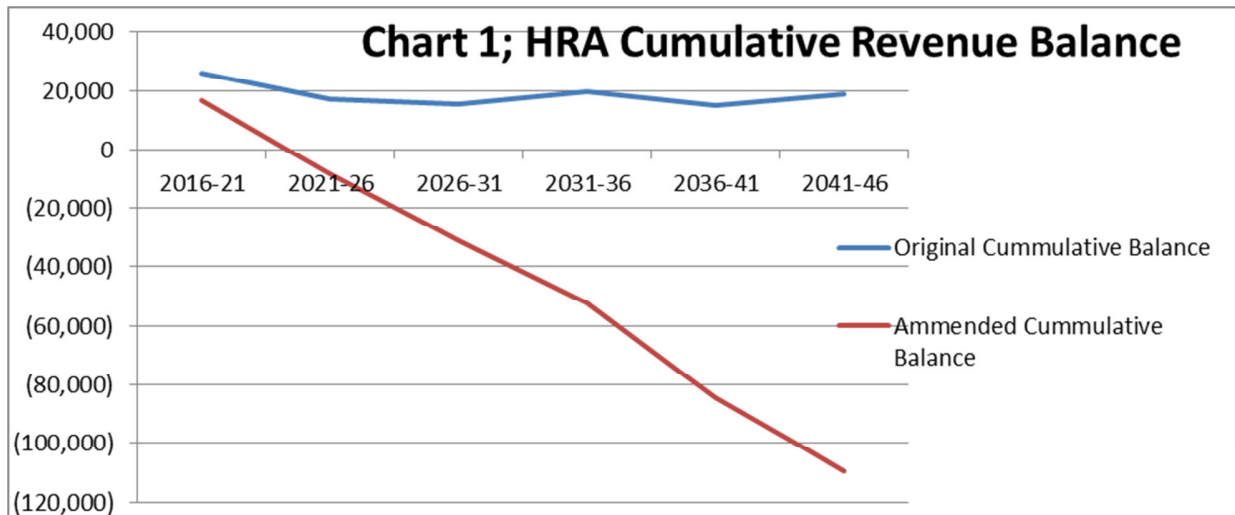
9.6 On this basis the HRA avoids a deficit in each of the years of the Plan and a cumulative balance of £19m is available. It is assumed that this sum is available to fund a programme of new building.

Integrated Sensitivity Analysis

9.7 The second scenario on the Table above illustrates the combined effect of a number of factors which could have a negative impact on the HRA over the life of the Business Plan. The assumptions are as follows:

- After the first 4 years of the rent reduction of 1%, there is no increase for the next 6 years, then a gradual increase of 0.6% per year for the next 10 years and 0.9% per year for the following 10 years. These assumptions take around £57m of income out of the HRA over the 30 year period. This is in addition to the loss of income already built into the Plan due to the 1% reduction. Since Government has given no indication so far of how the rent policy will proceed after 2020 these are not unreasonable assumptions;
- A reduction in income from shops and a 25% reduction in income from garages;
- A 10% increase in the costs of repairs and maintenance, either resulting from the outcome of the stock condition survey or from increasing demand for repairs arising from the condition of existing homes. This is assumed to add £28m over the life of the Business Plan;
- A doubling in the provision for bad and doubtful debts arising from the non-payment of rent. This could arise from a number of factors, but principally difficulties in collecting higher rents under the Government's new "Pay to Stay " and welfare reform policies, including the rollout of Universal Credit and the reduction in the Overall Benefit Cap.
- It is assumed that the capital programmes of £176.8 and debt repayment of £112.7m continue as in the Base Case.

9.8 The charts below illustrate the position in two different ways. Chart 1 shows the cumulative balance from the Table as it develops over the life of the 30 year Plan. Chart 2 shows total income and expenditure on the HRA assumed in the Business Plan as it was at March 2016 and compares this with total income from the sensitivity analysis.



- 9.9 The Table and charts show, that on the basis of this combined sensitivity analysis, the HRA would not be viable with a cumulative deficit of £109.7m over the 30 year period. On this basis there would be no resources available for a programme of new building. Chart 1 shows that on these assumptions the cumulative balance becomes negative in around 2021/22. Chart 2 shows a position in which on *existing* plans resources are depleted in the early years (as the reserves for the new build programme are used) while the position under the sensitivity analysis is unstable.
- 9.10 In reality, the HRA would never reach this position. By law the Council is not permitted to budget for a deficit in the HRA and remedial action would be required. The detail of the financial projections which have been made show that even on these very negative assumptions the HRA is "viable" over the first 5 years of the Business Plan. It is in the second 5 years, between 2021 and 2026 that the account runs into deficit.
- 9.11 However, what the projections show is, that if these assumptions turned out to be valid in the way assumed, the Council would be faced with a limited number of difficult alternatives in order to avoid a deficit on the account. Chief amongst these would be:
- Cutting back on the level of day to day repairs and staffing;
 - Reducing the capital programme of works to existing homes;
 - Slowing the level of debt repayment;
 - Increasing income by other means;

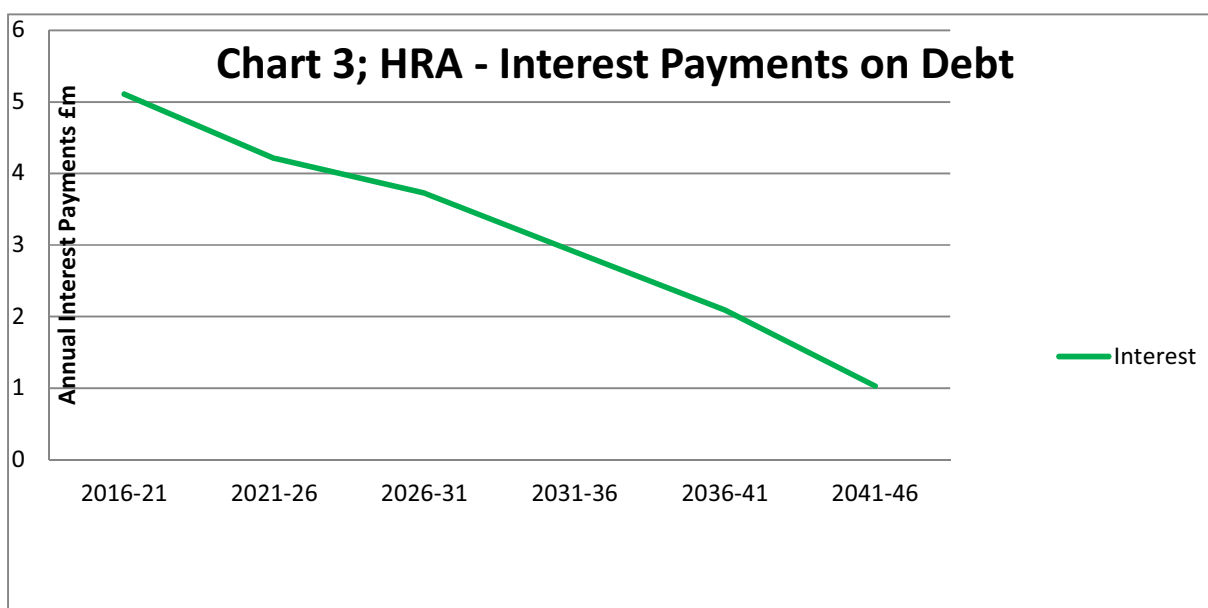
- Disposing of property.

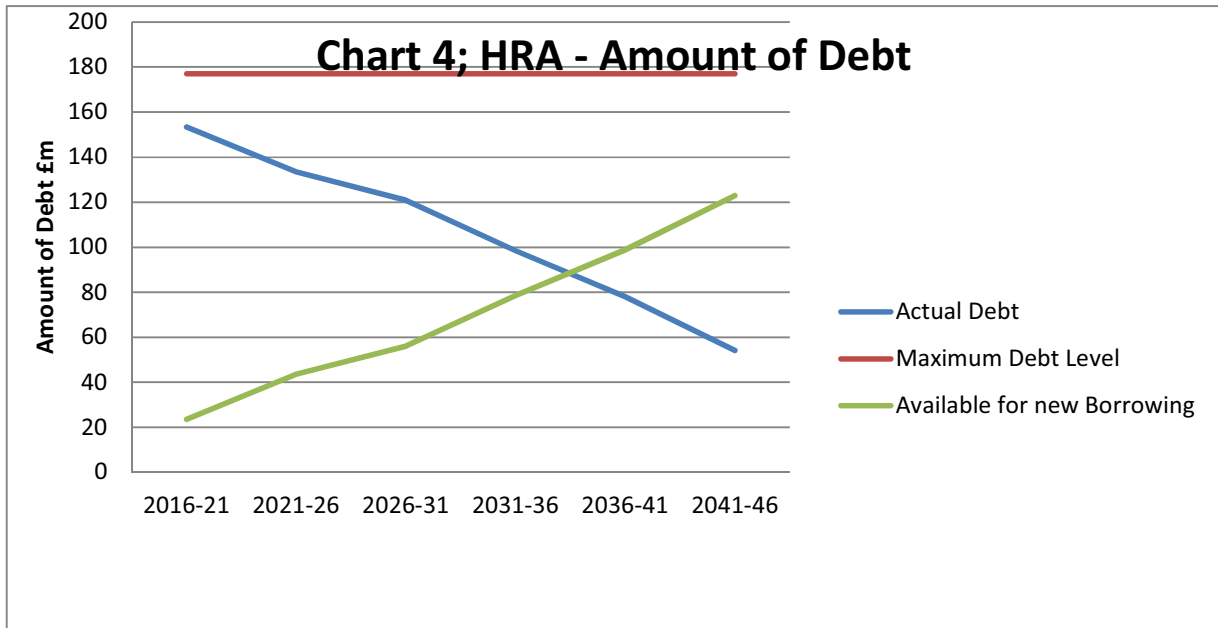
9.12 None of these assumptions are unduly pessimistic in their own right. However, it is probably unlikely that all of these negative factors would actually turn out to impact on the HRA in this way all at the same time. Nevertheless, this sensitivity analysis is useful in setting out the risks that the Council's housing finances face over the next few years. They also show that at the time of writing (August 2016) the HRA Business Plan is in a period of unprecedented uncertainty.

9.13 This is why it is a key recommendation of this Plan that a major review take place in March 2017 when some of the key uncertainties should have been resolved - particularly Government policy on rents and the outcome of the Council's stock condition survey.

Borrowing and Debt

9.14 In 2012, the Council had to borrow a substantial amount of money (£135.8m) in order to 'acquire' its homes from the Government; the debt is costing the HRA almost £5.5m every year in interest charges. By repaying this debt, the HRA's annual interest costs will reduce therefore 'releasing' more of the rental income to be spent on repairs, maintenance and investment etc. In the current Business Plan, certain assumptions have been made with regard to the repayment of the debt over the 30 years and this is illustrated in the charts below.





9.15 If the current planned debt repayments have to be delayed or cancelled, whilst it might allow those debt repayments to be used for other priorities instead, it will also mean that the annual interest charges will remain close to their current levels of almost £5.5m a year. Debt will therefore continue to be a financial ‘burden’ on the HRA for many decades to come, diverting rental income away from other priorities and needs.

9.16 By continuing to maintain a planned programme of debt repayment, should the Council need to make a substantial investment sometime in the future to address an unforeseen critical need, it could meet that need by undertaking new borrowing.

10. Looking Forward

10.1 Over the last few years the Council has shown considerable ambition in managing its HRA, particularly in launching a programme of building new Council homes. In the short term the account remains strong, however the stress-testing within this Plan has shown that, under a number of scenarios, it is possible this stability could be threatened and that mitigating action might be required. The Housing & Planning Act, together with other legislation, will have a significant impact not only on the Council’s landlord function, but also on tenancies and household incomes. At the time of writing these impacts are not yet clear, but more detail should emerge during 2016/17.

10.2 The Government’s decision to reduce rents in the 4 years from 2016/17 has already taken substantial sums from the 30 year Business Plan. Over the next few months the Government is likely to announce its intentions for the years beyond 2020.

- 10.3 During the coming months it will become clearer how the Government intends to define 'high value' properties, how much money the Council will need to pay to the Treasury under the terms of the Housing and Planning Act and how many homes it will need to sell and replace. This in turn will inform the Council's programme for building new homes.
- 10.4 The Government's current intention is to introduce higher rents for tenants with a gross household income of more than £31,000 ("Pay to Stay") from April 2017. Regulations are still awaited on this but in addition to having a substantial impact on a significant number of household budgets the policy will impose additional burdens on the Council, including establishing for the first time what tenants earn. The effect on the HRA is currently unknown but one risk is that rent collection levels will fall.
- 10.5 Welfare reform will place additional pressure on the HRA, mainly on rent collection performance. The reduction in the level of the overall Benefit Cap from Autumn 2016 will reduce the income of some Council tenants with the reduction being taken, initially, from Housing Benefit (or the housing element of Universal Credit). The roll out of Universal Credit, when it occurs, will mean payments being made direct to tenants rather than the landlord. Data from other authorities has shown that this will affect rent collection levels and, as a consequence, require higher provision for bad debts.
- 10.6 As the management of the Council's housing stock becomes more complex, it will be vital that IT systems are fit-for-purpose and capable of supporting new ways of working. The mobilisation of the new repairs, maintenance and investment contract will prove an opportunity to review the multiple IT systems currently in use and consider whether a one-system solution might support efficiencies in the management of the Council's housing stock, whilst delivering a better customer service and

One Public Estate

The Council has been considering how local services could be delivered in the future. In 2014/15 work commenced on a collaborative strategy between SBC, Slough Clinical Commissioning Group, GPs and NHS England to develop proposals for a community hub at Trelawney Avenue, Langley. The Council is the freeholder of the Merrymakers public house and the HRA acquired the leasehold in 2012 to assemble a site to provide affordable housing for rent. Whilst the site is designated for residential use, the Council is keen to take a more strategic view that would see the introduction of a mixed-use development that would introduce housing and a community hub. This new facility will combine integrated health services with Housing Services, Library Services and Adult Social Care, as well as creating flexible space to deliver voluntary and community based services. The remainder of the site will accommodate up to 10 SBC properties for affordable rent

Looking forward, this proposal could shape the future delivery of Neighbourhood Services. It could provide the model for a flexible and integrated approach where front-line staff co-locate with public, private and voluntary sector providers in a neighbourhood setting and free up sites for additional affordable housing.

achieving financial savings to strengthen the HRA.

- 10.7 The outcome of the Stock Condition Survey in January 2017 will establish the priorities and level of investment required to maintain the Council's current housing stock in the short and longer term. This will need to be balanced against the Council's ambitions to build new affordable homes. The data from the survey will be used to develop an Asset Management Strategy to set out; the scope for stock rationalisation; opportunities for regeneration and in-filling to deliver new affordable homes; and opportunities to acquire new sites for the development of new affordable homes.
- 10.8 In the medium and longer term the Council may need to make some tough decisions about priorities for investment and how to mitigate risks to the HRA. Careful management of the HRA up to this point means that the Council is in a position to manage this change successfully and to ensure the Council's housing finances are sustainable in the long-term. The challenge will be to establish whether it can do this without losing its ambition both to maintain existing homes to a high standard and to build new affordable homes for the residents of Slough.
- 10.9 These major developments, legislative changes, a crucial upgrading in the Council's data around the condition of its housing stock and the potentially transformational impact of a new repairs, maintenance and investment contract, will all take their course during the year following the publication of this Plan. For this reason this Plan should be seen as providing a baseline against which a further review of the Business Plan will be completed in March 2017.
- 10.10 In addition to this, it is proposed that now is the time for the Council, in partnership with residents, to undertake a comprehensive Asset Management Review/Options Appraisal looking at the future of its housing stock and at how the Council can best achieve its ambition to provide more and better homes for the benefit of the people of Slough. This Options Appraisal would commence immediately, would be informed by the revised Business Plan in March 2017 and would be completed by December 2017.

11. Risk Management

	Category	Risk	Mitigation	RAG
1.	Financial	Government rent policy threatens viability of the HRA and requires reductions in services.	<ul style="list-style-type: none"> - Review of the Business to take place in March 2017 when Government plans for rents should be known. - Option Appraisal for council homes to complete by December 2017. - Prudent approach to borrowing and debt allows scope for adjustment. 	
2.		Results of the Stock Condition Survey increase costs on the HRA and threaten viability	<ul style="list-style-type: none"> - RMI project is anticipating dealing with new data arising from the survey. 	

			<ul style="list-style-type: none"> - Review of the Business to take place in March 2017 when results of survey will be known. 	
3.		Provisions of the Housing & Planning Act, particularly sale of high-value voids and “Pay to Stay”, impact negatively on the HRA.	<ul style="list-style-type: none"> - Review of the Business to take place in March 2017 when regulations on the implementation of the Act should have been issued. - Prudent approach to borrowing and debt allows scope for adjustment. 	
4.	Property	Overall condition of HRA property deteriorates and does not meet modern standards.	<ul style="list-style-type: none"> - Stock condition survey to complete in January 2017 to provide comprehensive update on the position. - Review of Business Plan in March 2017 will aim to resource works to existing homes over the life of the plan. 	
5.		Failure to make best use of HRA assets in the long term.	<ul style="list-style-type: none"> - Option Appraisal to look at the options for the future of the housing stock and report by December 2017. 	
6.		There are insufficient resources to continue a new build development programme.	<ul style="list-style-type: none"> - Review of Business Plan in March 2017 will look at scope for further new build. - Policy on rent levels in new build properties will partly determine scale of the future programme. 	
7.	Health & Safety	Insufficient resources are deployed on council homes to ensure compliance with statutory obligations.	<ul style="list-style-type: none"> - Capital programme to adopt health & safety works as a priority. - Corporate project on building compliance will ensure sufficient priority is afforded to Health & Safety issues. 	
8.	Community Support	Tenants and leaseholders are not fully engaged and involved in the development of services and in decisions about the future of council homes.	<ul style="list-style-type: none"> - Programme to widen engagement to start in November 2016 - Asset Review/Option Appraisal to include full involvement of residents. 	
9.	Communications	Tenants are not fully informed about the impact of the Government’s “Pay to Stay” legislation.	<ul style="list-style-type: none"> - Communications to be issued as soon as possible when detailed Government proposals are known. Implementation is due for April 2017. 	

Action Plan

	Action	Lead Officer	Target Deadline	RAG
1.	Publish a baseline 30 year Business Plan for the Housing Revenue Account	Strategic Director	Autumn 2016	
2.	Undertake a comprehensive survey of the condition of the Council's housing stock	Head of Neighbourhood Services	January 2017	
3.	In light of the results of the Stock Condition Survey and the implementation of the provisions of the Housing & Planning Act, produce an updated HRA Business Plan	Strategic Director	March 2017	
4.	In partnership with residents, undertake a formal asset management review and options appraisal of the Council's housing stock	Strategic Director	December 2017	
5.	Confirm the existing development programme to deliver 190 new homes on Housing owned land and plan an extended programme beyond 2020.	Strategic Director and Head of Housing Services	March 2018	
6.	<p>Adopt the following priorities for improving services to residents:</p> <ul style="list-style-type: none"> Award a new repairs, maintenance and investment contract for council owned homes to improve the quality and responsiveness of these services for residents and to act as a catalyst for the development of local and in-house capacity to provide maintenance services Engage and enable residents to 	Strategic Director and Head of Neighbourhood Services	<p>New contract to start in December 2017.</p> <p>Programme to begin in</p>	

	create a culture of accountability and responsibility and to broaden opportunities for the Council's tenants and leaseholders to be involved in the development and monitoring of services		November 2016 and complete in December 2017.	
7.	Implement the "Pay to Stay" provisions of the Housing & Planning Act in the budget-setting process for 2017/18.	Strategic Director	January 2017	
8.	Develop a new Tenancy Strategy for Council tenancies to reflect the provisions of the Housing & Planning Act	Head of Housing Services	March 2017	
9.	Undertake a formal review of the scheme for the allocation of social housing in Slough	Head of Housing Services	March 2017	
10.	Develop proposals for the more effective use of Council owned homes by increasing the number of tenants choosing to downsize when their family circumstances change	Head of Housing Services	March 2018	
11.	Review service charges and the value for money provided to leaseholders in the light of the stock condition survey and the new RMI contract.	Head of Housing Services	March 2018	
12.	Continue to offer leaseholders a range of payment options to recover the cost of major works, together with incentives for prompt payment.	Head of Housing Services	March 2017	

Housing Revenue Account Business Plan – March 2016

	Budget	Business Plan					
	2016/17	2016/2021	2021/2026	2026/2031	2031/2036	2036/2041	2041/2046
Income	-	-	-	-	-	-	-
Rent Income - Dwellings	(32,730)	(159,589)	(160,371)	(165,390)	(170,575)	(174,586)	(178,259)
Rent / Other Income - Non Dwellings	(1,762)	(9,169)	(10,123)	(11,176)	(12,340)	(13,624)	(15,042)
Charges for Services & Facilities - Tenants	(1,934)	(10,063)	(11,110)	(12,188)	(13,329)	(14,684)	(16,212)
Charges for Services & Facilities - Leaseholder	(612)	(3,186)	(3,518)	(3,963)	(4,503)	(5,078)	(5,658)
	(37,038)	(182,007)	(185,121)	(192,718)	(200,746)	(207,972)	(215,172)
Expenditure	-	-	-	-	-	-	-
Repairs & Maintenance	8,500	42,600	43,519	45,650	47,978	50,426	52,998
Supervision & Management	7,243	37,560	42,359	47,926	54,224	61,349	69,411
Special Services	2,084	10,957	12,396	14,025	15,868	17,883	20,214
Depreciation	5,560	27,800	27,800	27,800	27,800	27,800	27,800
Impairment (FARR)	1,000	5,000	5,000	5,000	5,000	5,000	5,000
Increase/Decrease in Provision for Doubtful Debts	458	2,407	2,723	3,081	3,486	3,944	4,462
	24,845	126,323	133,798	143,482	154,356	166,401	179,884
Net Cost of Service	(12,193)	(55,684)	(51,323)	(49,236)	(46,390)	(41,571)	(35,288)
Capital Charges	5,785	28,222	24,116	21,748	17,616	13,656	9,365
Contribution to Housing Development Fund	0	0	0	0	0	0	0
Revenue Contributions to Capital	4,967	18,908	14,209	8,500	7,500	6,500	5,000
<i>Compensation to tenants re: water commission</i>	1,500	1,500	0	0	0	0	0
Net Operating Expenditure / (Income)	59	(7,054)	(12,998)	(18,988)	(21,274)	(21,415)	(20,923)
Reserves							
Balance - Brought Forward	(14,574)	(9,699)	(11,627)	(2,626)	(1,114)	(5,038)	(612)
Housing Development Fund	(12,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
Debt Repayment	4,000	10,000	22,000	20,500	17,350	25,841	17,000
Balance - Carried Forward	(22,515)	(20,753)	(16,626)	(15,114)	(19,038)	(14,612)	(18,535)

Call-in Request

Name: R.Anderson

Date:24/10/16

Decision taken by Cabinet

Delegated decision by –

Date of decision:17/10/16

Title of agenda item/report: Housing revenue Account Business Plan 2016-2046

Reasons for Call-in:

The business plan is a draft out for consultation till March 2017. However item (f)of the recommendation is for immediate implementation. This would be a policy that fundamentally changes the relationship of SBC to its tenants and as such it is not acceptable that it is being proposed to implement it without it being consulted upon, considered properly along with the rest of the draft plan, and it has not been through Scrutiny in any shape or form.

It is illogical that a plan which rests on so many assumptions to project 30 years hence requires an immediate implementation of an element that will only affect 23 new properties (as confirmed by the Interim Director when questioned at Cabinet) between now and the final plan. Waiting until the WHOLE plan has been through proper scrutiny and consultation will have negligible financial impact over a plan designed to last 30 years.

In summary this decision has been made contrary to the normal requirements for decision making of transparency, forward notification or proper scrutiny. It is potentially outside the Councils agreed Budget And Policy framework set at the last Budget Council and should only be amended at the next. The Cabinet did not provide any information as to why this policy needed immediate implementation or give any indication they had considered alternatives. Lack of clarity and rigorous examination of this was highlighted when the Cabinet member could not answer a simple question as how the policy would affect current stock scheduled for demolition and replacement but instead demurred and offered a written explanation at a later date (yet to be received).

Proposed alternative course of action (optional):

This change to charging 80% Market rent or LHA should be considered in a holistic way along with the rest of the Business Plan. This would allow effective scrutiny to take place, residents and tenants to be consulted and evidence gathered as to the implications for our tenants.

Therefore this decision, as it was not flagged as urgent anyway, should be only a proposal to be decided upon in March when the full Business plan will be finalised.

Proposed documentation and/or witnesses for the call-in (optional)

Signed: Councillor R.Anderson

Signed: Councillor J.Swindlehurst

Signed: Councillor N.Pantellic

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 12 January 2017

CONTACT OFFICER: Roger Parkin, Interim Chief Executive

(For all Enquiries) (01753) 875275

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

LOCAL AUTHORITY CONTROLLED COMPANY (LACC) FOR ENVIRONMENTAL SERVICES

1. **Purpose of Report**

To update members that following a review of commercial considerations for the Council to insource services through the composition of a Local Authority Controlled Company (LACC) of updates regarding demobilisation of the current contract and how the Council should undertake its duty to consider.

Overview & Scrutiny Committee are requested to review, comment and feedback on the information provided in Appendices A and B.

Overview & Scrutiny Committee are requested to review, comment and feedback on where they perceive their role should be within the proposed governance structure within Appendix A.

2. **Proposed Action**

The Overview and Scrutiny Committee is requested to take note and comment on the proposed governance arrangements and responsibilities for management of the LACC and proposed organisational structure both for the Council and LACC.

Overview & Scrutiny Committee are requested to review, comment and feedback on the information provided in Appendices A and B. They are requested to give due consideration to any additional information that might need to be considered by Cabinet not currently encapsulated within these reports that may be of an influential nature in terms of decision making.

Visibility of performance, accountability and accountability of service delivery is key within modern Local Government and therefore, Overview & Scrutiny Committee are requested to review, comment and feedback on where they perceive their role should be within the proposed governance structure presented in Appendix A.

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

3.1 Slough Joint Wellbeing Strategy Priorities

Slough Borough Council has stated through the Sustainable Community Strategy in the Environment and Regeneration section that it will pursue steps to:

- move up the waste hierarchy and increase the amount of waste recycled;
- reduce the overall amount of waste produced; and
- reduce dependency on landfill for final waste disposal.

The primary environmental commitment and statement made by the Council through the Slough Sustainable Community Strategy is that the council has set itself the target of recycling 60% of its waste by 2028. This is a core driver behind the Waste Strategy and defines the strategic horizon period.

3.2 Five Year Plan Outcomes

The Five Year Plan's outcomes the proposal will help to deliver are:

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

Ensure that the gateways to the town, prominent places and green spaces are clean and well maintained

A fully functioning and dedicated public realm service is a key deliverable working towards keeping the gateways to the town, prominent places, parks, memorial gardens, cemeteries, roads and pavements clean. It improves the visual amenity of the town, prevents additional waste being flytipped and is a fundamental component of civic pride in the area.

The Highways infrastructure including maintenance of the asset and ongoing repairs together with winter maintenance is critical to ensure a fit for business transport infrastructure.

- ***The Council's income and the value of its assets will be maximised***

Ensure that a revolutionised approach to household waste collection is in place

The Environmental Services contract is key to the provision of collection of materials collected via a dedicated waste collection service that provides a residual waste, recycling and green waste kerbside service and to the provision of an ad hoc clinical waste disposal from the kerbside collection and the provision of the services from the Household Waste Recycling Centre.

4. Other Implications

(a) Financial

Local Authority Controlled Company for Environmental Services

Section 1 of the Localism Act 2011 (the 2011 Act) provides local authorities with the power to do anything an individual may do, subject to a number of limitations. This is referred to as the general power of competence. A local authority may exercise the "general power of competence" for its own purpose, for a commercial purpose and/or for the benefit of others.

Section 2 of the 2011 Act limits the exercise of the general power of competence where it "overlaps" with a power which pre-dates it. This includes the Council's trading powers under Section 95 of the Local Government Act 2003 (the 2003 Act). When a Council relies on the general power of competence and/or the power in Section 95 of the 2003 Act to trade, it is prudent for it to comply with the requirements and limitations to which Section 95 is subject. These are set out in Regulation 2 of the Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009 (the 2009 Order) which effectively requires a business case to be prepared and approved by the Council before a company starts trading.

The Council will confirm the sources of funding for Local Authority Controlled Company for Environmental Services. The Council will ensure that any proposed funding for Local Authority Controlled Company for Environmental Services is within its strategic budgets. The development of Local Authority Controlled Company for Environmental Services business plan will need to be co-ordinated with the Council's budget process to ensure that items the Council is expected to fund/lend are included within the Council's budget process.

Section 1 of the 2003 Act gives a council power to borrow for any of its functions. The use of the general power of competence is a function. The 2003 Act only permits a local authority to borrow for capital expenditure and not revenue expenditure.

Therefore, in advance of the company starting trading then the proposed budget envelope, proposed lending (if required) and headline business case will be prepared and approved by Cabinet before the company starts trading. This is anticipated around March and therefore a provisional document will be sent to Overview & Scrutiny Committee around this period.

(b) Risk Management

Risk	Mitigating action	Opportunities
Community Support	N/A	N/A
Community Safety	N/A	N/A
Communications – residents	Voice of the Customer Plan is currently being delayed pending the appointment of Head of the Customer. The Voice of the Customer Plan will deliver sessions with residents to understand what their engagement and communication priorities are for services.	Opportunity to use these focus groups to undertake Councils 'duty to consider'.
Communications – Unions	Dedicated Union engagement programme	Will be linked to Communications

	will be introduced led by the Strategic Director, Customer & Community Services.	workstream.
Equalities Issues	N/A	N/A
Health and Safety –the governance structure defines greater Health and Safety accountability for Council and Company Board.		Fully engage Health and Safety department to ensure full scale viability and support into Insource programme.
Legal - Under s20 of the Landlord and Tenant Act 1985 the landlord of any premises is under a duty to undertake a process of statutory consultation before undertaking “qualifying works” or entering into a “qualifying long term agreement”.	The Local Authority Controlled Company for Environmental Services will constitute a qualifying long term agreement and the obligations to undertake s20 consultation will apply.	Will be undertaken by Neighbourhood Services.
Legal – Under Best Value Duty under the 1999 Act there is a requirement to consult about major changes in service provision under the 1999 Act.	The Council will ensure and deliver required consultation as outlined under the Act using the following headings: (a) the proposal to transfer environmental functions/services to NewCo; (b) establishing NewCo as a wholly owned company for delivering the Environmental Services which does not include private sector ownership; (c) the services to be transferred to NewCo and any proposed reconfiguration of them. (d) the detail of any division of functions between the Council and NewCo.	Dedicated briefing note outlining potential activities to be undertaken currently in composition. Communications to coordinate.
Legal - Regulation 2 of the Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009 states that before	Composition and sign off of Business Plan in advance of the LACC commencement of trading.	A Business plan should also cover section 3(2) of the LGA 1999 that states ‘A <i>best value authority must make arrangements to secure</i>

exercising the power, the Council is required to prepare a business case in support of the proposed exercise of the power which must be approved by the Council.		<i>continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness</i> ’.
Legal - The Public Services (Social Value) Act 2012 places a duty upon the Council that it must demonstrate how it anticipates to undertake its ‘duty to consider’ for social value.	Composition of a ‘Social Return of Investment’ programme coordinated internally within the Council.	
Legal - The Public Services (Social Value) Act 2012 places a duty upon the Council that it must undertake consultation on its procurement proposals		As the Council must also demonstrate it is to consult in accordance with its Best Value duties under section 3(2) LGA 1999 it will be useful to undertake one dedicated consultation on these issues at the same time.
Procurement / Contract Management	Governance structure will challenge the way in which it an internal delivery vehicle provides its services.	Use of refined ‘Ethics wall’ for contract / client management of Company through dedicated ‘Highways and Transport’ and ‘Waste & Environment’ Service Leads.

(c) Human Rights Act Implications

It is not considered that there are any Human Rights Act Implications.

(d) Equalities Impact Assessment

N/A

5. **Supporting Information**

- 5.1 As a Unitary Council Slough Borough Council is responsible for collection, management and disposal of all municipal waste generated within the borough and all street cleaning, gully and channel sweeping, litter picking and detritus sweeping operations within the borough, grounds maintenance in public spaces including parks, cemeteries and open spaces and highway maintenance including winter maintenance. These statutory service functions are delivered by Amey under the Environmental Services contract which runs until 30 November 2017.

- 5.2 In September 2016, Cabinet approved the insourcing of the services currently undertaken via the Environmental Services Contract to deliver these statutory services through a Local Authority Controlled Company (LACC) via a Teckal exemption from 1 December 2017.
- 5.3 Since this approval the Council has begun facilitation of mobilisation to form the company, commencing engagement with the contractor, the workforce and have set up a dedicated project management team to lead this transition which is overseen by the Programme Board with interim Chief Executive as sponsor. Amey has been responsive and supportive in the decision by the Council and have written to the Council to offer support in the areas of transition currently under consideration. The Council have responded to Amey stating that while they do not intend to extend the contract that they would like to discuss provisions for this proposal to extend. It is expected that any such decision to request extension would first be approved by Cabinet.
- 5.4 A 'Memorandum of Understanding' is currently being prepared to reinforce the commercial process for demobilisation of the contract agreed between Slough Borough Council and Amey.
- 5.5 The Public Services (Social Value) Act 2012 places a duty upon the Council that it must undertake consultation on its procurement proposals and under Best Value duties under section 3(2) LGA 1999 there is a requirement to consult about major changes in service provision. Therefore, a single consultation will be undertaken and coordinated by the Council to ensure that these duties are covered. Neighbourhood Services will undertake their duty to undertake a process of statutory consultation under s20 of the Landlord and Tenant Act 1985.
- 5.6 The Council would like to request that based on the Councils ambitious commercial aspirations and outlining financial objectives for the LACC that Cabinet approve a company limited by shares to be set up as the most appropriate delivery vehicle for NewCo. This options appraisal is further outlined in Appendix B. A company limited by shares would be established using an 'off the shelf' articles of association, with the Council as its sole shareholder. The articles will then be tailored to reflect the Council's requirements in due course including the composition of the Shareholder Agreement (see 5.9) to reflect the necessary governance arrangements.
- 5.7 In order to satisfy the Teckal exemption, the Council must demonstrate it controls NewCo as it would a Council department. The Teckal exemption allows the Council to directly award contracts to NewCo without the requirement to run a competitive tendering process under the EU procurement rules. The Council would like to request that Overview & Scrutiny Committee are requested to take note and comment on the proposed governance arrangements and proposed organisational structure of the company according to the governance structure outlined in Appendix A.
- 5.8 The Shareholder Role is the Council acting as the shareholder (owner of NewCo) and that NewCo delivers according to its adopted business plan. The Commissioner Role ensures that NewCo delivers both value for money and quality services and complies with the services contract(s) between NewCo and the Council; and The Funder Role which is the Council acting as a funder would in determining whether to lend to NewCo – including assessing the risks for the Council. It has been identified that the Commissioner Role could be undertaken by

the Chief Executive, the Funder Role could be undertaken by the Councils S151 Officer role and the shareholder role could be undertaken by the Councils executive elected members (i.e. Cabinet).

- 5.9 The shareholder role will be subject to a Shareholder Agreement to regulate the relationship between the Council and NewCo. Ordinarily, other than where legislation and/or a company's articles reserve decisions for shareholders, a company's Board of Directors is its main decision making body, and is free to act as it thinks is in the best interests of that company. However, in this context a Shareholder Agreement will seek to support this approach by stipulating that NewCo's Board of Directors is responsible for running the company. Such an Agreement will provide the Council as the sole shareholder with a limited number of reserved rights. These reserved rights as outlined in Appendix A – Section 1.7.
- 5.10 NewCo is to be classified as a local authority controlled company, and therefore subject to the following propriety controls to specific rules and restrictions with regard to their management and governance. Through the composition of this company Overview & Scrutiny Committee are to be made aware of the legal framework governing local authority controlled companies and the implications of the Council establishing NewCo as outlined in Appendix B – Section 2. Overview & Scrutiny Committee are requested to take note and comment on the proposed governance arrangements and proposed organisational structure both for the Council and LACC.
- 5.11 Two director roles are requested for the set up of the company to operate during the shadow period (the period when the company is set up but is not undertaking statutory duties discharged unto it from the Council) and these have been identified as the 'Operational Director' and the 'Financial Director'.
- 5.12 The two Service Leads who have their key statutory services discharged into the Teckal will hold responsibility for the management of their respective client and contract management functions and they are deemed principle lead /contract administrators for the Authority and hold responsibility for overall client oversight, service performance, both financial and contract management of the Council client function and any future commissioning.

6. **Comments of Other Committees**

None.

7. **Conclusion**

Marked progress is being made regarding the commercial composition and governance of the proposed Local Authority Controlled Company and Overview & Scrutiny Committee is requested to take note and comment on the proposed governance arrangements and responsibilities for management of the LACC and proposed organisational structure both for the Council and LACC.

Overview & Scrutiny Committee are requested to review, comment and feedback on the information provided in Appendices A and B and the content of this report.

They are requested to give due consideration to any additional information that might need to be considered by Cabinet not currently encapsulated within these reports that may be of an influential nature in terms of decision making.

Visibility of performance, accountability and accountability of service delivery is key within modern Local Government and therefore, Overview & Scrutiny Committee are requested to review, comment and feedback on where they perceive their role should be within the proposed governance structure presented in Appendix A.

8. **Appendices Attached**

- 'A' - Proposed Governance Structure for Council and Company
- 'B' - Company Limited by Shares vs Company Limited by Guarantee Options Appraisal

9. **Background Papers**

None.

Appendix A - Proposed Governance Structure for Council & Local Authority Controlled Company (LACC)

Parent Company (refer to Figure 1.1):

- 1.1 The Council is likely to undertake three distinct roles for the senior oversight in relation to NewCo. These are:
 - 1.1.1 **The Shareholder Role** which is the Council acting as the shareholder (owner of NewCo) and ensuring (as a shareholder would) that NewCo delivers according to its adopted business plan;
 - 1.1.2 **The Commissioner Role** ensuring that NewCo delivers both value for money and quality services and complies with the services contract between NewCo and the Council; and
 - 1.1.3 **The Funder Role** which is the Council acting as a funder would in determining whether to lend to NewCo – including assessing the risks for the Council.
- 1.2 The Funder Role's primary concerns are that any loans to and investments in NewCo are safe, that there is a high prospect of the Council being repaid; that proposals for any expansion of the business activities of NewCo, do not compromise its *Teckal* status (which would prejudice the services contract between the Council and NewCo) and that NewCo is monitored to ensure its continuing financial performance does not undermine or reduce the prospect of the Council being repaid any debts to agreed schedules. In the Funder Role, the Council is not concerned about the business out-performing any business plan, making greater profits than any assumptions on which a loan was made or about any other business issues which do not impact on the repayment of debts.
- 1.3 The Shareholder Role is wider than the Funder Role. The shareholder is likely to want the business to out-perform any business plan, hopefully delivering a greater return than projected. The shareholder will be much more concerned about the governance of NewCo. The shareholder may be incentivised to support business expansion, even if this involves taking on manageable risks. The shareholder is also likely to want wider rights in connection with the totality of debts and liabilities which NewCo is able to assume.
- 1.4 The Commissioner Role within the Council should purely be concerned about the performance of NewCo in relation to the Environmental Services it is delivering to the Council and the costs of those. There is however a potential tension between the Council's role as shareholder (seeking to maximise profits accruing to the Council) with its role as Commissioner (seeking to minimise the cost of services and maximise the flexibility in annual budgetary arrangements).
- 1.5 The Council is to request that the company delivery vehicle is confirmed as a company limited by shares with the Council as the sole shareholder to be covered through a Shareholder Agreement. This is covered in greater detail in **Appendix B**.
- 1.6 The Council and NewCo should enter into a Shareholder Agreement. The primary purpose of a Shareholder Agreement is to regulate the relationship between the Council and NewCo. In this context a Shareholder Agreement should seek to support this approach by stipulating that NewCo's Board of Directors is responsible for running the

company. However such an Agreement would provide the Council as the sole shareholder with a limited number of reserved rights:

Issuing new share capital – **risk** (however remote) the Council could lose control of its businesses if shares were issued to other parties;

Borrowing - **risk** – NewCo's borrowing forms part of the Council's debts and the Council is therefore likely to want to know and approve their debt levels;

Information - **issue** (however remote) – shareholders are not legally entitled to detailed financial and operational information (though Council owned companies are required to disclose more information) – as sole shareholder the Council is likely to want access to this;

Business Plan – **issue** – if the Council is to borrow to fund the development/expansion of NewCo then it needs to know likely future demand to ensure this is included within the budget approved by full Council. In addition, the Council is likely to want to have a mechanism to formally review and approve NewCo's business plan on an annual basis;

Controlled Company requirements – **issue** NewCo as a local authority controlled company will be restricted in respect of political and certain other activity – the Council is likely to want to enshrine this

Teckal status - the Council will want to ensure that NewCo retains its *Teckal* status and does not carry out activities (e.g. trade with third parties must be less than 20% of turnover) which could prejudice the basis on which the Council is able to contract with NewCo.

1.7 There will be a number of decisions which the Council will need to take in its Shareholder Role in relation to NewCo. These include:

1.7.1 appointment and removal of NewCo's directors;

1.7.2 changes to NewCo's constitution;

1.7.3 any decision to wind-up NewCo;

1.7.4 annual approval of NewCo's business plan; and

1.7.5 exercising rights under the shareholder agreement including approving any significant new contracts likely to prejudice NewCo's *Teckal* status, the issuing of share capital to third parties and in relation to any borrowing contemplated by NewCo.

- 1.8 The Council will authorise specific officers on the Parent Company to attend relevant shareholder meetings with NewCo and develop a structure (for example a committee/sub-committee or review board) to provide elected members with a more direct role.
- 1.9 The 'parent company' oversight board will have their own terms of reference and this will be composed as part of the 'company set up' process for which the Council is seeking Cabinet to resolve and instruct officers to commence the set-up of the new LACC
- 1.10 To ensure that monitoring NewCo is not viewed 'as another Council agenda item' the Council may want to ensure that this committee/sub-committee/review board is only concerned with the NewCo and the delivery of Environmental Services rather than other Council matters (**see meeting structure**).
- 1.11 This committee/sub-committee review board will advise on how the Council exercises its rights as shareholder and will also be involved in monitoring NewCo's performance and providing guidance on strategic direction (see **Council Service Leads**).
- 1.12 This structure ensures that the Council's ultimate power over NewCo (for example approval of business plan, taking any action to terminate the service contract between the Council and NewCo, to provide or withdraw funding for NewCo and a decision to ultimately wind-up/close down NewCo) will be exercised. The Council shall in any event retain the right to appoint and dismiss NewCo's directors

Company Board (refer to Figure 1.1):

- 1.13 Options for structuring NewCo's board of management include:
- 1.13.1 An unpaid non-executive board with day to day management delegated to a paid senior management team;
 - 1.13.2 A fully executive board comprised solely of NewCo's senior management team; and
 - 1.13.3 A hybrid with non-executive directors (who may be paid or unpaid and may include council officers) and some or all of NewCo's senior management Directors.

It is recommended that the NewCo Board pursue a hybrid with non-executive directors (who may be paid or unpaid council officers) and the NewCo's senior management Directors.

- 1.14 Whilst it is possible to create a company with a single director, as a matter of good governance the Council have received legal advice recommending that the Council considers a board of between four and six directors to manage NewCo. The Council has identified four as optimal.
- 1.15 A number of Councils have also chosen to appoint persons who are unconnected to them to fulfil non-executive roles. Non-executive directors are usually appointed for a number of set days, which reduces the costs of remunerating them and part of their rationale is to harness the skills and experience of persons who have operated similar businesses. The current board structure has the option for inclusion of a non-executive

non-permanent director to support and supplement any commercial development in a specialist field.

- 1.16 The Commercial Director role is still being considered as part of the wider Business Plan for the LACC yet to be finalised.
- 1.17 The Operations Director will be the head of paid service for the LACC (pending confirmation of the Commercial Director role and remit) and will be accountable with the board for the operational management and delivery of services to the Council (which will be covered through a contract) and will also act as the Managing Director for that company.

Council Service Leads (refer to Figure 1.1):

- 1.18 The Council Services Leads are the principle service department leads for the respective departments of 'Highways & Transport' and 'Waste & Environment' (DLO) are currently identified as the 'Head of Highways and Transport' and the 'Environmental Strategy & Governance Manager' roles respectively.
- 1.19 The services that are covered by these respective areas that are discharging their statutory functions into the LACC are as follows. Waste & Environment: Waste Collection / Management, Street Cleaning, Grounds Maintenance (Green Infrastructure & Public Realm), Waste Management of Transfer Station, Household Waste Recycling Centre(s), Waste Infrastructure and Civil Contingency response as a secondary responder. Highways & Transport: Highways maintenance, reactive works and Winter Maintenance.
- 1.20 These Council service leads will be responsible for:
 - 1.20.1 Overseeing contract management of their respective services through monitoring and escalations of the respective Performance Management Framework for their respective service(s)
 - 1.20.2 Providing strategic direction and steer regarding service change, efficiencies and service enhancement;
 - 1.20.3 As the lead subject matter experts ensuring value for money from NewCo and where necessary to act as lead commissioner for alternative delivery models to maximise value for money for the Council and service provision to customers from NewCo;
 - 1.20.4 Providing service performance updates to the 'parent company' oversight board including reviews of service performances across an outcome, key performance indicator and operational performance indicator range and also on a bespoke level tailored to the requirements of the 'parent company' oversight board; and
 - 1.20.5 Ensuring robust financial transparency of Council finance as the budget holders for their respective services and monitoring and evaluation for performance to both customers and the 'parent company' oversight board;

Governance Meeting Structure (refer to Figure 1.2):

- 1.21 The proposed governance meeting structure follows an escalation in reporting structure migrating from operational to strategic delivery and performance indicators with a pyramidal hierarchy for reporting.
- 1.22 The first two levels of the pyramid are for operational and delivery oversight of the company and the services which it is undertaking. A suite of Operational Performance Indicators will be compiled for weekly – fortnightly performance monitoring by the contract monitoring and management team and will work in liaison with the service managers at the company. The suite of OPIs used will vary depending on the service and member priorities;
- 1.23 The ‘Liaison’ meeting will be an official monthly meeting between the Service Leads, company Operational Director and facilitated by contract management. The company shall present of their suite of ‘Key Performance Indicators’ (some standalone and some influence and aggregated by the OPIs). Shortfalls in performance shall lead to increased monitoring in the oversight undertaken in 1.21.1 above with a view to improving performance.
- 1.24 The ‘Strategic’ meeting will be an official quarterly meeting between the Service Leads, company Operational Director, member commissioner for the service (also potentially acting as representative of the shareholders) and the Strategic Director for the service(s) facilitated by the Service Leads. The Service Leads and Operational Director shall present the suite of ‘Key Performance Indicators’ and their delivery linked to their respective outcomes linked to the ‘Five Year Plan’ (or equivalent corporate plan). The Operations Director shall present their quarterly report linking performance, progress and delivery of strategic priorities. The Operations Director shall present their quarterly report linking performance, progress and delivery of strategic priorities. Shortfalls in performance for corporate outcome shall lead to increased monitoring undertaken in 1.21.2 above with a view to improving performance.
- 1.25 The ‘Company Performance Evaluation’ meeting will be an official bi-annual meeting between the Service Leads, all company Directors, members acting both in the capacity as representatives of the shareholders and elected members representing the services, the Strategic Director for the service(s) and Chief Executive facilitated by the Strategic Director. The Service Leads and Company Board shall present the commercial performance, financial performance and service performance of the company and the services. Major shortfalls in corporate outcome shall lead to increased monitoring in the oversight undertaken in 1.21.3 above with a view to improving performance. The body/committee selected will:
- 1.25.1 be provided with financial/technical assistance to assess NewCo's performance against business plans as well as general financial/commercial performance;
 - 1.25.2 periodically to review NewCo's performance with its 'operations director' (and potentially 'commercial director)', and those discharging the Shareholder, Funder and Commissioner roles;
 - 1.25.3 have a focussed remit and its terms of reference would clearly specify that it is to monitor NewCo's commercial, financial and service delivery performance;
 - 1.25.4 review the progress of the business a minimum of two (2) times a year.
- 1.26 Linked to company performance in 1.21.4 there will be an option and process in the Shareholder Agreement for appraisal of performance of the Company Board and the respective members.

Figure 1.1: Proposed Governance Structure for Council & Local Authority Controlled Company (LACC)

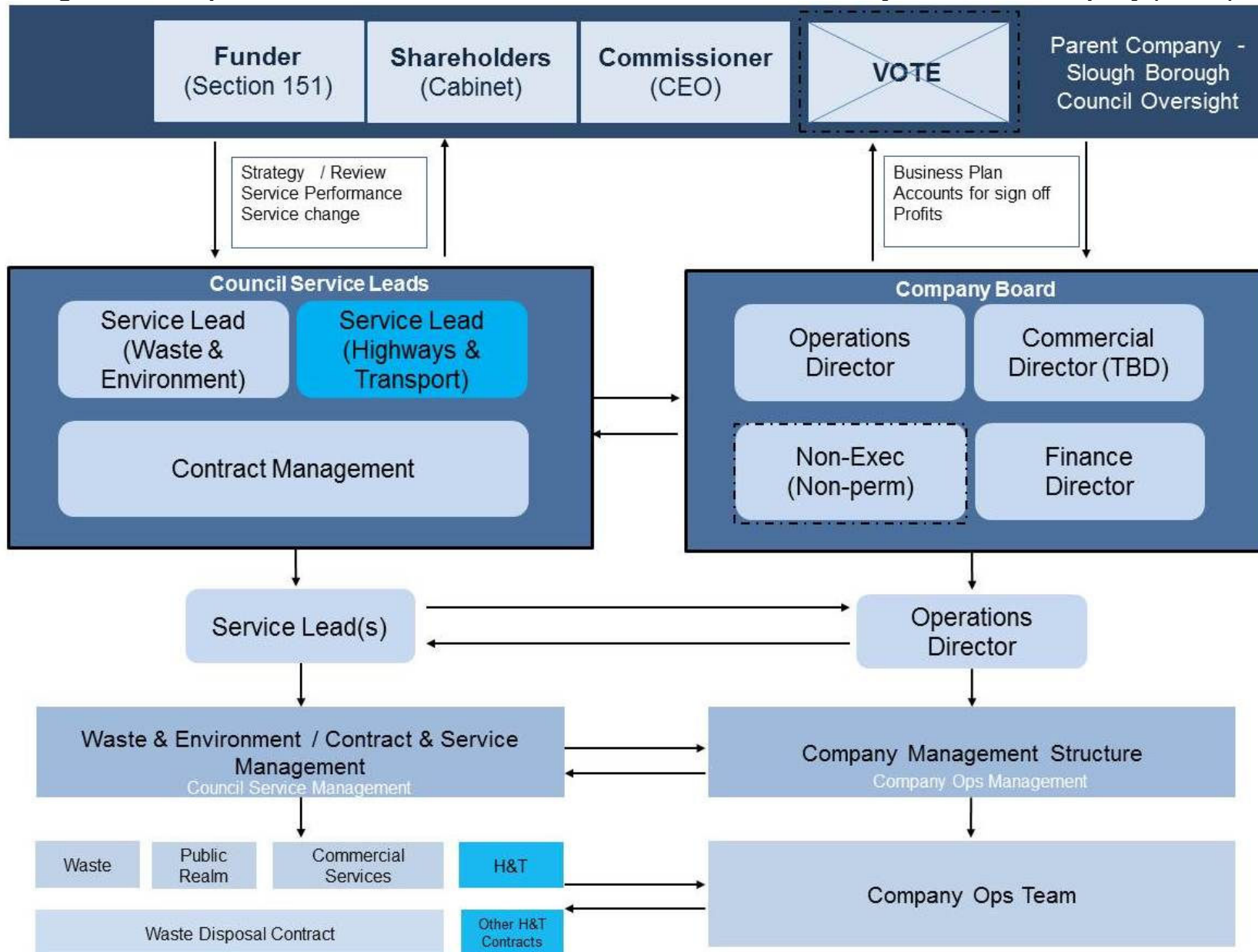
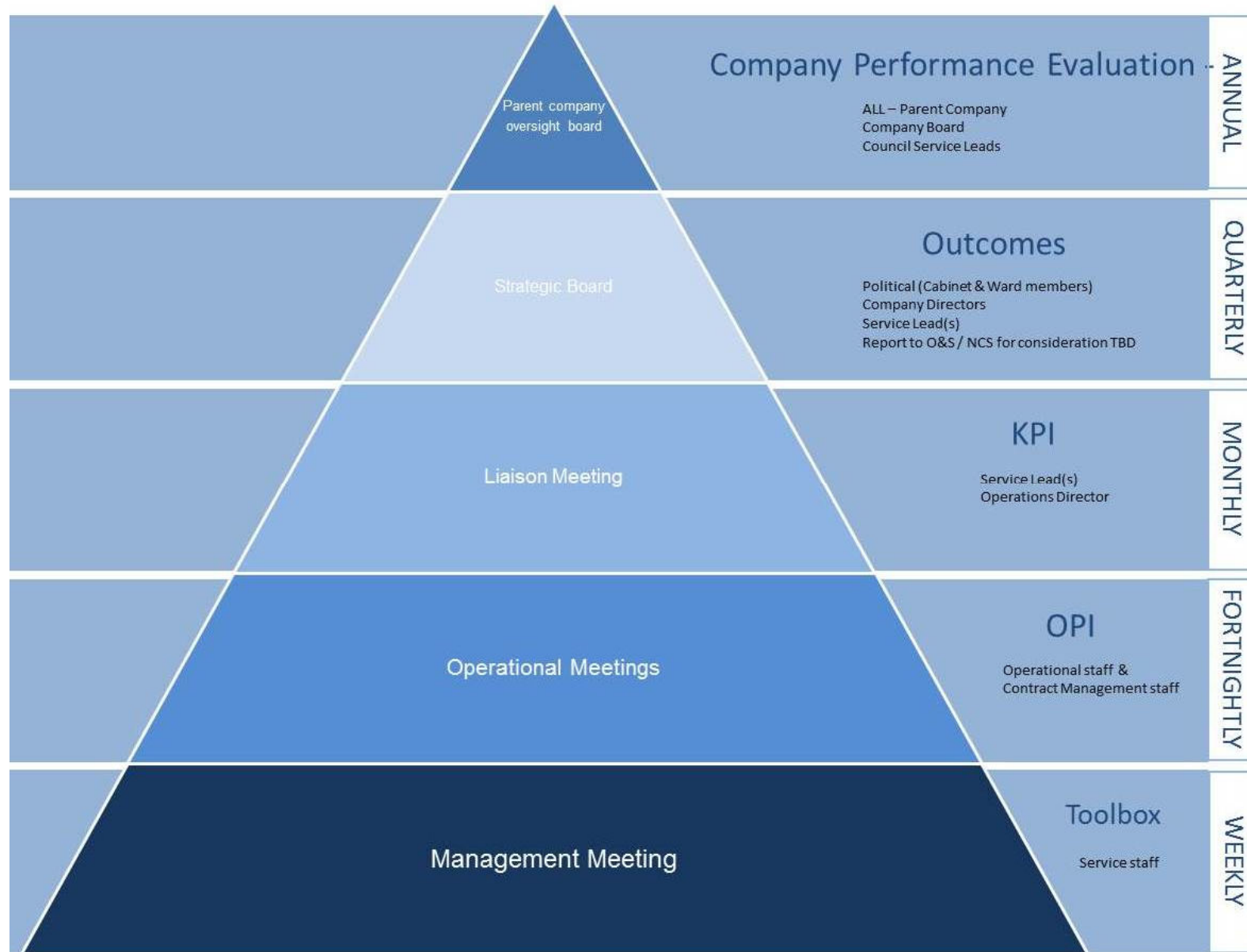


Figure 1.2: Proposed Governance Reporting Structure



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Appendix B - Company Limited by Shares vs Company Limited by Guarantee Options Appraisal & Legal framework governing local authority controlled companies

Section 1: Company Limited by Shares vs Company Limited by Guarantee Options Appraisal

Option 1 - A company limited by shares (CLS): A type of company which most people (and the private sector) are familiar with. The corporate structure is tried and tested and is underpinned by an established body of law and practice.

Table 1.1 – A company limited by shares (CLS)

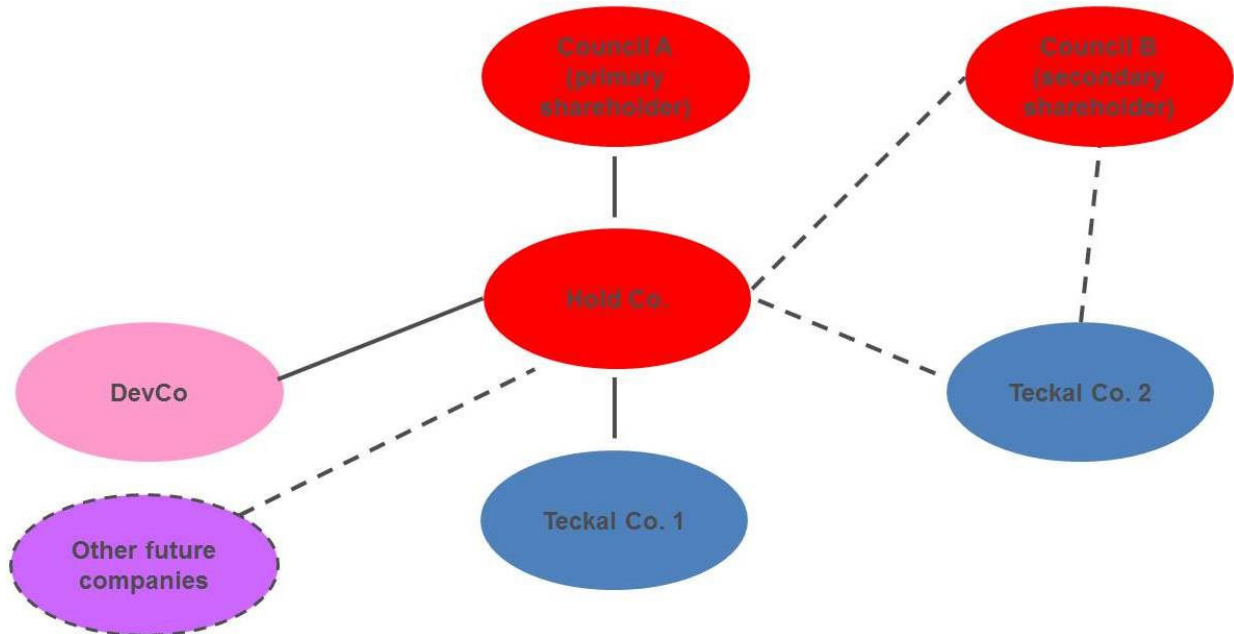
A company limited by shares (CLS)	
Key features	
1.1.1	A CLS can have very wide objects (unless these are limited in the company's articles);
1.1.2	A CLS is usually formed for the purpose of making and distributing profits to its shareholders;
1.1.3	As a separate legal entity a CLS can own and deal in assets, sue and be sued, and contract in its own right;
1.1.4	A CLS has limited liability. The circumstances in which shareholders could be held legally liable for a company's debts (beyond their unpaid capital contribution) are extremely limited. This means that the liability of the shareholders of the CLS would be limited and protected;
1.1.5	Shares can be held by the Council and the holding of shares is fluid and flexible. Shareholdings can change in order to take account of a change in circumstances and/or in accordance with the parties' requirements;
1.1.6	The shareholder agreement would set out the relationship between the Council and NewCo in more detail (see Section 5.8 of Cabinet Report);
1.1.7	In a CLS, the decision-making power of an organisation rests primarily with its board of directors, but some matters may be reserved to the shareholder(s);
1.1.8	A CLS is intended to generate a commercial profit and distribute profits, and it is the most suitable form of vehicle for this purpose;
1.1.9	The administration process of a CLS is primarily governed by the Companies Act 2006 and the company's articles of association. This will involve holding board and general meetings and preparation and submission of accounts. CLSs are registered at Companies House, but there is no ongoing regulation by Companies House. Tax computations and returns would need to be filed within the required deadlines in addition to any payments of tax;
1.1.10	A CLS is subject to tax on any profits or gains generated from its activities;
1.1.11	For Corporation Tax purposes all transactions with 'connected parties' would need to be undertaken on an arm's length basis;
1.1.12	Mutual Trading Status would be difficult to achieve therefore all income and gains would likely be taxable where a CLS is used;
1.1.13	To the extent that the CLS has any 75% owned subsidiaries, they would form a group for group relief purposes, allowing the sharing of tax losses between companies in the same accounting period.
1.1.14	A CLS can have very wide objects (unless these are limited in the company's articles);

Business Considerations

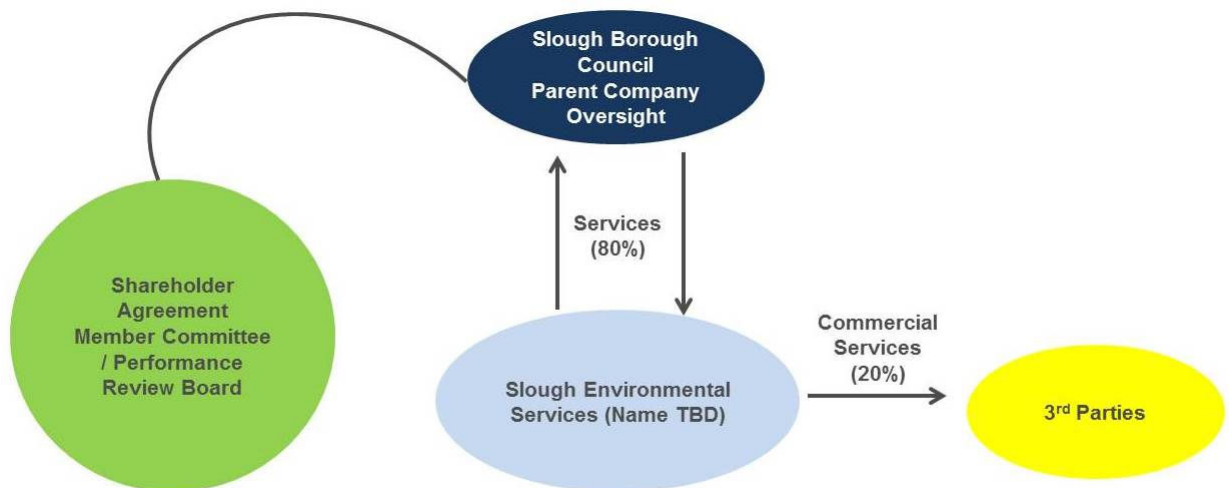
In terms of overall control and also financial and tax planning, the structure of a limited company provides considerable flexibility through the creation of different types of share and loan capital.

It is also simple to admit new shareholders if the Council wishes in the future to make the company a joint venture vehicle (for example, to introduce another local authority to create a joint Teckal company capable of providing similar services to that second authority).

This is reinforced in the diagram below:



A shareholder agreement would set out the relationship between the Council and NewCo in more detail (see Section 5.9 of the Overview & Scrutiny Committee Report and Section 1.25 of Appendix A) and as reinforced in the diagram below;



Option 2 - A company limited by guarantee (CLG): A company limited by guarantee (CLG) is a company where the general members do not hold shares, but instead each member undertakes to pay a nominal figure (usually £1) in the event of the company becoming insolvent. If the company is to be a wholly-owned subsidiary, the Council would initially be the sole member; but a company limited by guarantee can have many members and different categories of members with different voting rights. Changing from a single member company to one with many members is also straightforward.

This form of company is often adopted for charitable or community interest activities. This is rarely used as a vehicle for undertaking commercial activity.

Table 1.2 – A company limited by guarantee (CLG)

A company limited by shares (CLS)	
Key features	
2.1.1	As with a CLS, a CLG may have wide objects unless its member guarantors wish to limit them in the company's constitution. For example, the Council may wish to limit the objects to certain purposes only;
2.1.2	CLGs are usually not for profit organisations but they do not have to be;
2.1.3	In the same way as a CLS, a CLG is a separate legal entity and has limited liability. However, instead of a capital contribution each member guarantor undertakes to pay a nominal figure (usually £1 (one pound)) in the event of any insolvency on the part of the company;
2.1.4	A CLG is similar in structure to a CLS except that its member guarantors do not hold shares in the company;
2.1.5	In constitutional terms a CLG has the benefit of similar levels of flexibility as a CLS;
2.1.6	If a CLG is established as a "for profit" organisation then it is possible to include a provision in its constitution which will describe how profits will be distributed to its member guarantors;
2.1.7	It is relatively inflexible and cannot be used to attract investment or external equity (shareholder) funding later in its life. This may limit the funding options available for a CLG, particularly in relation to funding working capital;
2.1.8	In the first instance, a CLG would be subject to tax on any profits or gains generated from its activities;
2.1.9	Tax computations and returns would need to be filed within the required deadlines in addition to any payments of tax;
2.1.10	To the extent that NewCo has any 75% owned subsidiaries, they would form a group for group relief purposes.
2.1.11	As with a CLS, a CLG may have wide objects unless its member guarantors wish to limit them in the company's constitution. For example, the Council may wish to limit the objects to certain purposes only;
2.1.12	CLGs are usually not for profit organisations but they do not have to be;
2.1.13	In the same way as a CLS, a CLG is a separate legal entity and has limited liability. However, instead of a capital contribution each member guarantor undertakes to pay a nominal figure (usually £1 (one pound)) in the event of any insolvency on the part of the company;
2.1.14	A CLG is similar in structure to a CLS except that its member guarantors do not hold shares in

the company;

2.1.15 In constitutional terms a CLG has the benefit of similar levels of flexibility as a CLS;

Business Considerations

The main benefit over a CLS is that Mutual Trading Status may apply which would exempt from Corporation Tax any trading profits arising from services provided to the Council.

The benefits of Mutual Trading Status will depend on the nature and role of NewCo and, therefore, its level of profitability. If the external trading activities (with parties other than the Council) are minimal, the Corporation Tax benefits of a CLG and Mutual Trading Status may be relatively small and could be outweighed by the commercial and operational disadvantages of a CLG as set out above. If the activities are more significant, the cost benefit of an exemption from Corporation Tax is likely to be larger and may outweigh any possible downside.

Based on the Council's ambitious commercial aspirations a company limited by shares is the most appropriate vehicle for NewCo. A company limited by shares could be established within a week, using an 'off the shelf' articles of association, with the Council as its sole shareholder. The articles can then be tailored to reflect the Council's requirements in due course.

Section 2: Legal framework governing local authority controlled companies

Wholly owned local authority companies are subject to specific rules and restrictions with regard to their management and governance. NewCo is likely to be classified as a local authority controlled company, and therefore subject to the following propriety controls.

Table 1.3 – Legal framework governing local authority controlled companies and the implications of the Council establishing NewCo

Legal framework governing local authority companies and the implications of the Council establishing NewCo	
Propriety Controls	
3.1.1	The Council's participation in NewCo must be identified on the company's official business stationery;
3.1.2	Directors' remuneration and expenses should not be excessive;
3.1.3	Disqualified Councillors are not permitted to act as directors;
3.1.4	NewCo may not engage in party political publicity;
3.1.5	NewCo must provide information on request to the Councillors at meetings of the Council;
3.1.6	NewCo must provide financial information to the Council's auditor;
3.1.7	NewCo's auditor must be approved by Public Sector Audit Appointments Limited);
3.1.8	Minutes of NewCo's meetings must be open to public inspection;
3.1.9	Where a company qualifies as a local authority controlled company, it may in due course become an "arm's length company" if before the start of a financial year, the Council resolves that the company is an arm's length company and at all times from the date of the resolution to the end of the financial year in question:
3.1.10	Each of the directors is appointed for a fixed term of at least 2 years;
3.1.11	No director has been removed by shareholder resolution at a general meeting;
3.1.12	Not more than one-quarter of the directors are officers or members of the Council (or have been members in the preceding five years);
3.1.13	The company has not occupied (as tenant or otherwise) any land owned by the Council other than at the best consideration reasonably available;
3.1.14	The company has entered into an agreement with the Council that it will use its best endeavours to produce a specified positive return on its assets;
3.1.15	Except for the purpose of enabling the company to acquire fixed assets or provide it with working capital, the Council has not lent money to the company or guaranteed any sum borrowed by it or subscribed for any securities in the company;
3.1.16	The Council has not made any grant to the company during the financial year; and
3.1.17	The Council has not made any previous grant to the company the amount of which is in any way related to the financial results of the company in any period.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny **DATE:** 12th January 2017

CONTACT OFFICER: Savio DeCruz – Head of Transport and Highways (ext 5640)
(For all enquiries)

WARD(S): All Wards

PART I
FOR COMMENT AND CONSIDERATION

Transport – Strategy for Slough

1 **Purpose of Report**

The purpose of the report is to provide the Overview and Scrutiny Committee a summary of the issues related to congestion and how the Transport and Highways service is addressing delays on the network.

2 **Recommendations/ Proposed Action**

The Committee is requested to note how the transport and highways service is planning to deal with traffic growth and the existing congestion issues in the borough at a strategic level.

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

No Financial implications.

Risk Management

No risks associated with this report.

b) Human Rights Act and Other Legal Implications

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

c) Equalities Impact Assessment

An Equalities Impact Assessment is not required as part of this report.

(d) Workforce & Property

No issues.

(f) Carbon Emissions and Energy Costs

No issues, however options for improving transport will see significant reductions in CO2/NO2 and NOX emissions.

5 **Supporting Information**

- 5.1 The transport and highway service area has developed since 1999/2000 developed Local Transport Plans (LTP's) to address issues such as congestion and modal shift. The town has approximately 40,000 journeys entering with 30,000 leaving and as a result this contributes to significant delays and congestion around the peak periods with the off peak periods being relatively free flowing.
- 5.2 The borough also has a number of schools in close proximity of which there are a proportion of both Faith and Grammar schools attracting children from outside of the borough again in the peak period this adversely affects the road network.
- 5.3 The current LTP 3 has focussed on having an implementation plan which has been successful in securing over £6.5m of investment from the DfT to contribute to modal shift such as the Bike Hire scheme, Bikeability training for children, Bike It, school travel plans, Bus improvement schemes including junction upgrades and new pedestrian and cycling infrastructure. This has to a certain extent worked well but in reality has limited the impact of traffic growth.

- 5.4 In spite of the investment and the access to parking in residential developments, we are still seeing a rise in car ownership. The town is also seeing more vehicles using Slough's road network as a short-cut to the M4 or M40 to avoid other congested roads outside of borough. This is leading to major delays on residential and estate roads resulting in longer journey times and in some cases safety being compromised.
- 5.5 In appendix A, typical examples of congestion can be seen on a Monday morning and afternoon in the peak periods. It is clear that the network is at capacity and therefore intervention is needed if the town wants to be open for business.
- 5.6 To help address congestion in the town, the council and the Berkshire LEP have invested heavily in funding major projects such as the A355 and A332 widening schemes and the SMaRT bus scheme. These projects, some of which are near completion, are starting to show signs of improvement on the network for motorists and road users.
- 5.7 The Council and the LEP are also investing in cycleways and rail infrastructure at two stations (Burnham and Langley) to provide alternative options for travel. These will help promote the Elizabeth Line (Crossrail) when it arrives in Slough in December 2019 and will offer a real alternative for residents wanting to travel from one side of the borough to the other.
- 5.8 The council has in the past four to five years improved around 10 major junctions along the borough's strategic road network (Appendix B) however, as the town grows in population so does the demand not only from cars but also from pedestrians. Provision for pedestrians is essential but it does come with a cost and that cost is additional crossing facilities and more green time being allocated at major junctions for pedestrians.
- 5.9 Reducing capacity on the network for pedestrians and cyclists needs to be balanced against pollution, congestion and growth, therefore officers are minded to consider the impact before they provide such facilities.
- 5.10 The council is keen to improve transport and is continuing to work with its partners to promote public transport through real time information, improve journey times and decision making via Variable Message Signs and providing affordable alternatives such as the Bike Hire scheme.
- 5.11 The Local Plan review is well underway but this will put further pressure on Slough's roads if the housing allocation is to be met. To ensure the network is able to cope, a Transport Vision is being developed which has recently involved all members. Difficult decisions will need to be made but this will shape what Slough will look like in 20 years.

6 **Comments of Other Committees**

None

7 **Conclusion**

The Council is conscious of the impact that congestion is having on the town and its residents and has a programme to help deliver journey time reliability and improvement.

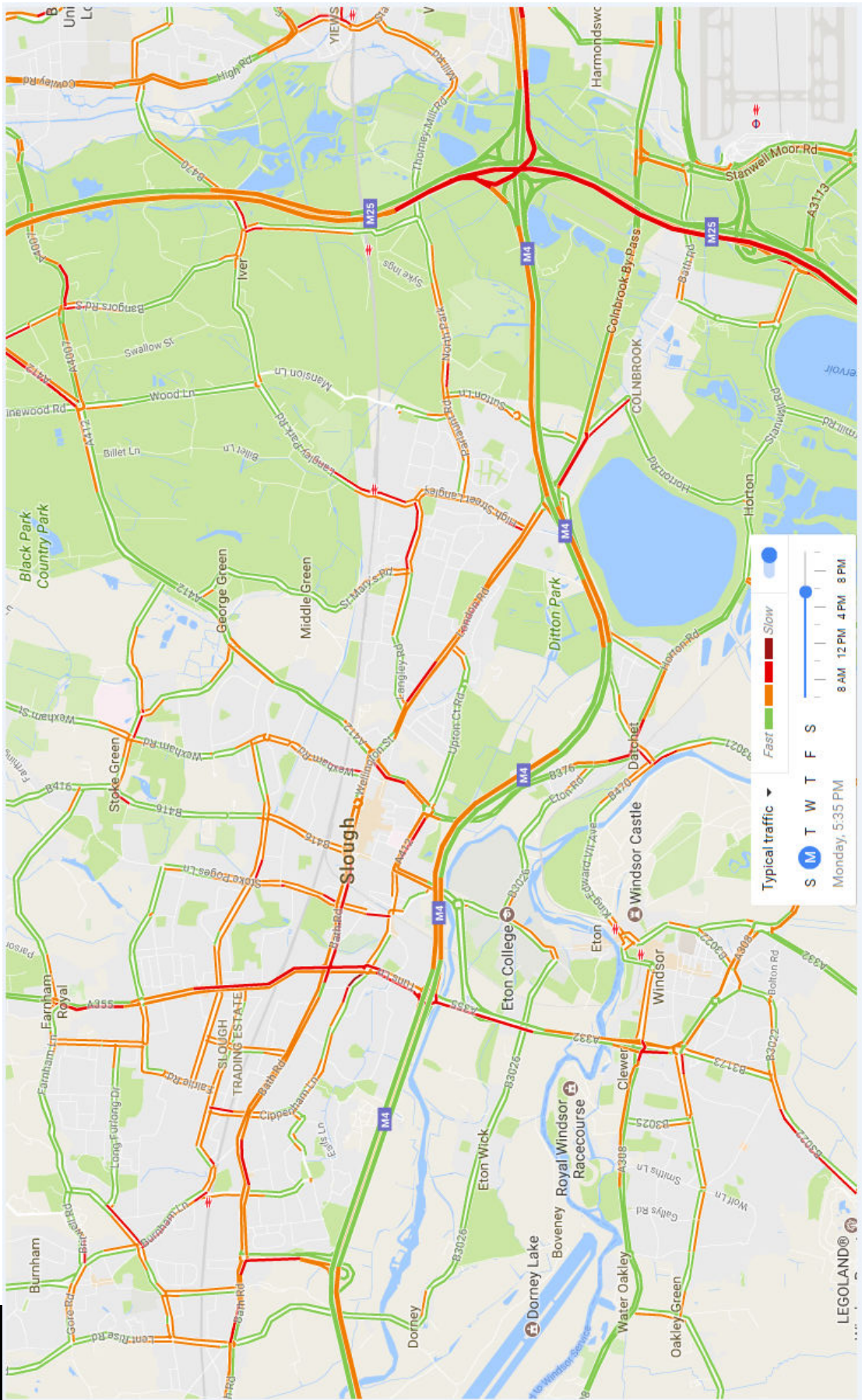
8 **Appendices Attached**

Appendix A – Morning and afternoon typical peak traffic
Appendix B – Road improvements

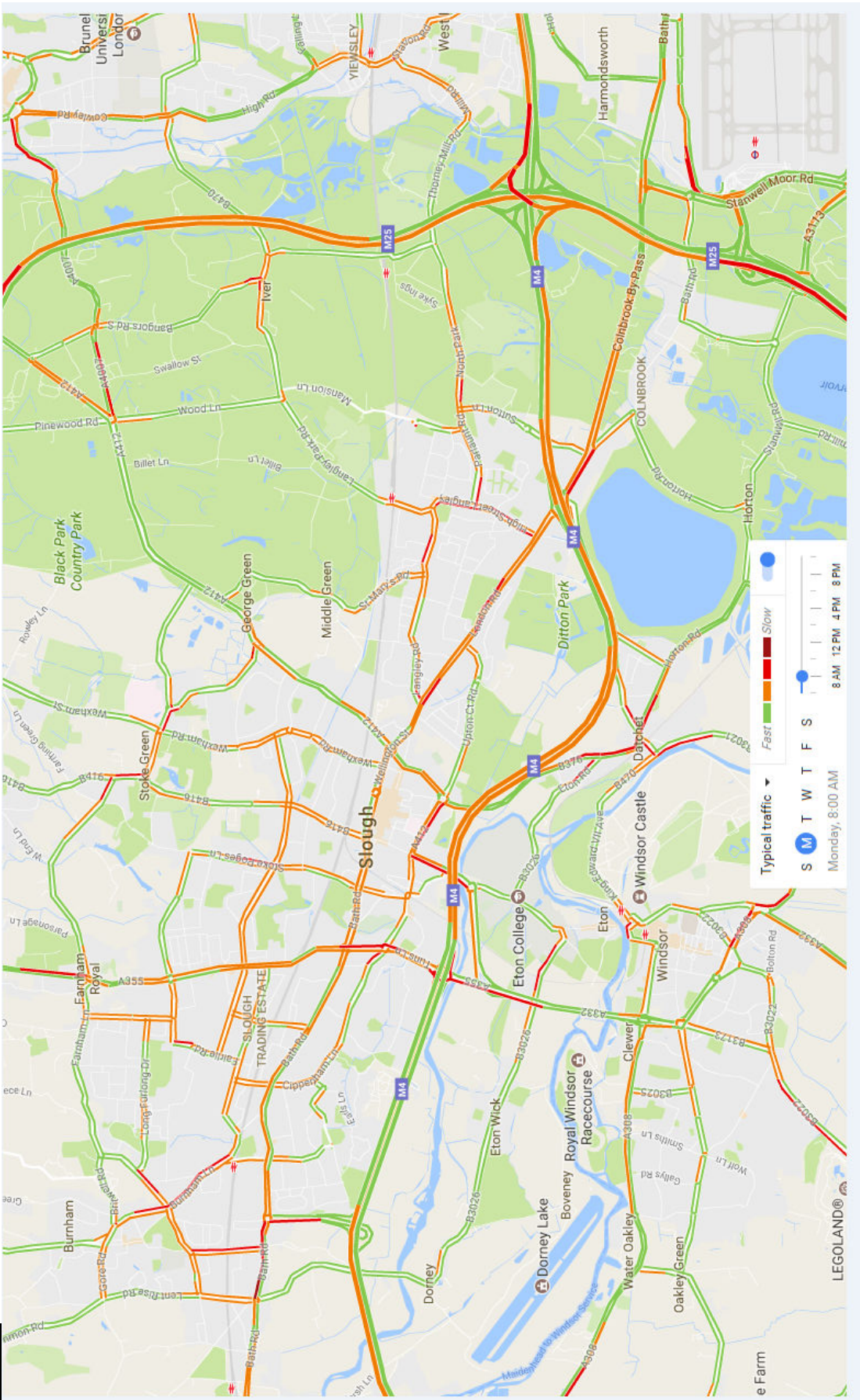
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APPENDIX A

Afternoon



Morning



List of Road Improvements

- A355 road widening and Copthorne Roundabout
- A332 Windsor Road; road widening
- Three Tuns Junction
- Slough Mass Rapid Transit (SMaRT)
- A4 Cycle Scheme and East-West Cycle Scheme
- Heart of Slough
- Five Points Junction
- Burnham Public Realm
- Langley Public Realm
- Chalvey One-Way
- Farnham Road Bus Lane and A4 Junction improvements

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee
DATE: 12th January 2017
CONTACT OFFICER: Eric Stevens, Assistant Transport Planner, Regeneration,
Housing and Resources
(For all enquiries) (01753) 875662
WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

FIRST BUS – CHANGES TO SERVICES AND TIMETABLES

1 **Purpose of Report**

The purpose of this report is to examine information on the effectiveness of the bus network changes introduced by First Bus Berkshire and to seek ways to improve it.

This report is designed to provide the Committee with information relating to the following issues:

- To examine the effects of severing through-borough services (i.e. no. 75, 76) and what steps have been taken to mitigate impact on passengers.
- To examine the effects of the changed routes for some bus services (i.e. no. 3, 6, 7).

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

That the Committee note the factors that have collectively contributed to the resulting issues since introducing the bus network changes in September 2016.

3 **The Sustainable Community Strategy, the JSNA and the Corporate Plan**

Priority – Regeneration and Environment

Bus travel in Slough assists the council in reducing road congestion and subsequently carbon emissions by presenting an option of borough-wide travel without private car use in keeping with the Corporate Plan 2016-2020.

4 **Other Implications**

(a) **Financial**

There are no financial implications arising from this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
None	None	There are no risks, threats or opportunities arising from the report.

(c) Human Rights Act and Other Legal Implications

There are no legal or Human Rights Act implications relating to the content of this report.

(d) Equalities Impact Assessment

There is no identified need for the completion of EIA relating to this report.

5 **Supporting Information**

(a) Why were through-borough services severed and what steps have been taken to mitigate impact on passengers?

From 24th September 2016, First Bus introduced changes to their network in Slough to help deliver more punctual and reliable services into the town centre. Congestion and roadworks in the Slough area are some of the factors that created major problems for the First Bus service reliability.

The previous longer through-borough routes (i.e. Maidenhead - Slough - Heathrow) were susceptible to knock on delays which were difficult to recover. Therefore by dividing routes at Slough gives First Bus services a chance to get the buses back on time and give a more dependable service to customers.

First Bus explained that passengers can obtain through-borough tickets as before the recent changes and use their tickets to board a connecting bus across the road from the bus station.

(b) Why did some bus services in Slough receive routeing changes?

- The Trelawney Ave routing gave a compromise in providing the every 10 mins service to Heathrow and serving the majority of bus users in Langley with the 7 service – previously a 30 mins frequency for the 75/76 service.
- The 3 service (20 mins frequency) also provides an enhancement over the 58.
- The 6A/6 was changed as demand between Wexham Court and the hospital was not sufficient to justify continuing the service. We are now able to provide a 6 service up to every 15 mins – previously 30 mins.
- The new 14 service provides a fast link between Slough and the hospital. It also serves Wexham Road, allowing interchange with the 6 route.

6 **Conclusion**

That the Committee note the report.

7 **Background Papers**

None.

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 12th January 2017

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 OSC:

- 1) identify the major issues it would like to cover in the 2016/17 municipal year;
- 2) agree, where possible, timing for specific agenda items during the 2016/17 municipal year; and
- 3) 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.

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OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2016/2017

Meeting Date
Thursday 2 February 2017
<ul style="list-style-type: none"> • Proposed date – Budget • Performance and Financial Management – Q3 • Transactional Services – performance update
Thursday 9 March 2017
<ul style="list-style-type: none"> • Slough Urban Renewal • Town Centre • Local economy
Thursday 13 April 2017
<ul style="list-style-type: none"> • Policing – Police and Crime Commissioner • Scrutiny Annual Report • Petitions – annual summary

To be programmed:

- Adult Social Care Transformation Programme – Annual Update (Nov 2017, based on 17th Nov 2016 item)
- Housing Strategy – 6 monthly updates (first one Theme 1: Supply of New Homes July 2017)

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MEMBERS' ATTENDANCE RECORD 2016/17
OVERVIEW AND SCRUTINY COMMITTEE

COUNCILLOR	14/06/16	14/07/16	15/09/16	26/10/16 (Joint Meeting with ECS Panel)	17/11/16	20/12/16 (Extra- Ordinary Meeting)	12/01/17	02/01/17	09/03/17	13/04/17
Bedi	P	P	P	P	P* (from 7.20pm)	P				
Coad (Committee Member until 8/8/16)	P	P								
N.Holledge	P	P	P	P	P	P* (until 8.20pm)				
Nazir	P	P	P	P	P	P				
Parmar	Ap	Ab	P	P* (from 6.42pm)	P	Ap				
Sadiq	P	P	P* (from 6.44pm)	P	P* (until 8.20pm)	P				
A.Sandhu	P	P	Ap	P	P	P				
R.Sandhu	Ap	P	P	P	Ab	P				
Strutton	P	P	P	Ap	P	P				
Usmani (Appointed to Committee from 8/8/16)			Ap	P	P* (until 9.20pm)	P				

P = Present for whole meeting
Ap = Apologies given

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

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