

Date of issue: Wednesday, 25 January 2017

<b>MEETING:</b>	<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b> (Councillors Nazir (Chair), Strutton (Vice Chair), Bedi, N Holledge, Parmar, Sadiq, A Sandhu, R Sandhu and Usmani)
<b>DATE AND TIME:</b>	THURSDAY, 2ND FEBRUARY, 2017 AT 6.30 PM
<b>VENUE:</b>	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
<b>DEMOCRATIC SERVICES OFFICER:</b> (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

PART I

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**CONSTITUTIONAL MATTERS**

1. Declarations of Interest

*All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.*



**AGENDA**  
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*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.*

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|----|--|---------|-----|
| 2. | Minutes of Meetings held on 20th December 2016 and 12th January 2017 | 1 - 16  |     |
| 3. | Action Progress Report   | 17 - 20 | All |

**SCRUTINY ISSUES**

- |    |   |                  |     |
|----|---|------------------|-----|
| 4. | Member Questions<br><i>(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).</i> |                  |     |
| 5. | Thames Valley Transactional Service Centre: April 2016 - September 2016   | 21 - 44          | All |
| 6. | Revenue Budget 2017/18 and Medium Term Financial Strategy 2017/21   | REPORT TO FOLLOW | All |
| 7. | Treasury Management Strategy 2017/18  | REPORT TO FOLLOW | All |
| 8. | Capital Strategy 2017/23  | REPORT TO FOLLOW | All |

**MATTERS FOR INFORMATION**

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

- |     |                                     |         |  |
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| 9.  | Forward Work Programme 2016/17      | 45 - 50 |  |
| 10. | Members Attendance Record 2016/17   | 51 - 52 |  |
| 11. | Date of Next Meeting - 9 March 2017 | -       |  |



**Press and Public**

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**Overview & Scrutiny Committee – Extraordinary Meeting held on Tuesday, 20th December, 2016.**

**Present:-** Councillors Nazir (Chair), Strutton (Vice-Chair), Bedi, N Holledge (until 8.20pm), Sadiq, A Sandhu, R Sandhu and Usmani

**Also present under Rule 30:-** Councillors Ajaib, Chahal, Chaudhry, Morris, Smith, Munawar and Hussain

**Apologies for Absence:-** Councillor Parmar

**PART I**

**37. Declarations of Interest**

Councillor Bedi declared an interest in respect of Agenda Items 4 - Draft Housing Strategy, and 5 - Homelessness in Slough, in that she was employed by Radian Group Housing Association.

Councillor Morris, present under Rule 30, declared an interest in respect of Agenda Item 4 - Draft Housing Strategy, in that he was a Council tenant.

In relation to Agenda Item 5 - Homelessness in Slough, Councillor Morris declared that he had an interest of a sensitive nature and that the Monitoring Officer and Democratic Services had been duly notified.

**38. Scrutiny Panel Membership**

A report was received notifying the Committee that the Education & Children's Services Scrutiny Panel had appointed a representative of Slough Youth Parliament, Hamzah Ahmed, as a non-voting co-opted member.

The Overview & Scrutiny Committee Procedure Rules, set out in Part 4.5 of the Constitution, enabled the Panel to appoint up to six non-voting co-optees and required the Overview & Scrutiny Committee to be informed of any such appointments. At its meeting on 8<sup>th</sup> December 2016, the Panel agreed to appoint a representative of Slough Youth Parliament on an ongoing basis with Hamzah Ahmed, the current President, appointed initially as their representative. The appointment would increase the diversity of viewpoints in the Panel's membership and increase engagement with young people in the borough.

**Resolved –** That the appointment of a representative of Slough Youth Parliament, Hamzah Ahmed, as a non-voting co-opted member to the Education & Children's Services Scrutiny Panel be noted.

## Overview & Scrutiny Committee - 20.12.16

### 39. Five Year Plan 2017-2021

The Head of Policy, Partnerships & Programmes introduced a report that sought the Committee's comments on the draft Five Year Plan 2017-2021 prior to it being submitted to Cabinet on 23<sup>rd</sup> January 2017.

The Plan was reviewed annually and the draft had been developed with Commissioners to reflect their priority to 'put people first'. Members were informed that the priority outcomes, detailed in paragraph 5.5 of the report, had been streamlined from eight to five by combining areas of overlap or duplication. There would be a new format for performance reporting, focused on a high level set of measures to more clearly demonstrate the progress being made on each of the outcomes. Members' views were sought on the priorities, reporting framework and the proposed allocation of the revised outcomes across the Committee and three Panels.

Members discussed community engagement and asked what more would be done to strengthen partnership working. It was noted that improved engagement had been identified by the Council leadership and Slough Wellbeing Board as a key issue and work was underway with Council departments, external partners, community organisations and others to address shared priorities. The summary outcome plans in section 5 of the draft set out the partners expected to contribute to each outcome.

Whilst recognising that the document was a high level strategic plan, Members highlighted a number of areas where further detail and clarity could be provided such as the actions being taken on homelessness and children with Special Educational Needs. The Committee emphasised the importance of developing a clear set of Key Performance Indicators to demonstrate how each outcome would be achieved and how progress would be measured. The Plan also needed to be realistic, demonstrate the progress made to date and be Slough focused. The final plan would include more examples and case studies to provide further clarity on these issues. Resources would be primarily allocated to achieve the outcomes in the plan and it was therefore crucial to ensure the strategic priorities were properly aligned to the Council's budget strategy.

The proposed allocation of outcomes between the Overview & Scrutiny Committee and Panels was considered and agreed as follows:

#### Overview & Scrutiny Committee

- Slough will be an attractive place where people choose to live, work and visit.
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.

#### Neighbourhoods & Community Services Scrutiny Panel

- Our residents will have access to good quality homes.

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### Health Scrutiny Panel

- Our people will become healthier and will manage their own health, care and support needs.

### Education & Children's Services Scrutiny Panel

- Our children and young people will have the best start in life and opportunities to give them positive lives.

The Committee welcomed the opportunity to shape and influence the plan at a draft stage prior to it being considered by Cabinet and full Council in January 2017 and requested that the comments made during the discussion be reflected in the next draft of the plan.

### **Resolved –**

- (a) That details of the draft Five Year Plan 2017-2021 be noted.
- (b) That the allocation of outcomes across the Overview & Scrutiny Committee and Panels be agreed as set out in paragraph 5.11 of the report.

## **40. Draft Housing Strategy For Slough**

The Interim Strategic Director of Regeneration, Housing & Resources introduced a report on the draft new Housing Strategy for Slough for the period 2016 to 2021. A consultation process on the draft was underway and the Committee was invited to provide comments to shape the strategy prior to Cabinet approval in early 2017.

The draft strategy set out the priorities, opportunities and challenges for housing in Slough over the next five years, however, it also took a longer term view and had been developed alongside the preparatory work for the Local Plan to support the growth and development of the town over the next twenty years. Members noted that the strategy had five key themes and was supported by a detailed Action Plan. The Strategic Director summarised the key aspects of the strategy:

- Theme 1: New Housing Supply – the Council would take a proactive approach to deliver the new homes required to meet the forecast population and economic growth of the town by enabling 927 new housing units per year in line with the Strategic Housing Market Assessment. The Council would commit to directly delivering 200 units per year and a range of measures were proposed to provide more affordable homes.
- Theme 2: Private Rented Sector – a quarter of families rented their home from a private landlord and the strategy included proposals to encourage better housing standards. These included supporting responsible landlords, undertaking rigorous enforcement against the

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minority of rogue landlords and a feasibility study into a borough-wide Landlord Registration Scheme.

- Theme 3: Council Homes – the Housing Revenue Account (HRA) was in a stable position in the short term with major investment plans totalling £140m in both existing and new homes in the coming years. However, there were significant medium term threats and uncertainties arising from changes to Government policy and the strategy set out plans for an updated 30 year HRA Business Plan by March 2017 and a formal asset management review and option appraisal of the Council's housing stock by December 2017.
- Theme 4: Homelessness and Housing Need – housing was unaffordable for an increasing number of people. There were more than 300 households in temporary accommodation which had significantly increased in the past two years. Actions included a Preventing Homelessness Strategy and a review of both the Allocations Scheme and the arrangements for rough sleepers during periods of cold weather. The proposed Subsidiary Housing Company would also seek to acquire properties to reduce pressure on temporary accommodation and end the use of Bed & Breakfast for families with children.
- Theme 5: Special Needs and Vulnerable Groups – more specialist accommodation would be required as the number of older people in Slough increased and close working with adult social care and the Children's Trust would be required to provide the various types of accommodation required for vulnerable people.

The Committee welcomed the development of the new strategy and discussed the consultation arrangements and the monitoring of the strategy. It proposed a RAG rating report be developed on each of the five themes to demonstrate the progress being made against the stated actions.

Councillors Morris and Smith addressed the Committee under Rule 30. Councillor Morris broadly welcomed the strategy and asked a number of specific questions including HRA accounting practice; the use of HRA resources in the proposed new subsidiary housing companies; and the associated infrastructure such as school places and transport required to support communities experiencing population and housing growth. The Strategic Director responded that the funding for the housing companies was from the Council's capital programme, not the HRA. Developing the Housing Strategy alongside the emerging Local Plan was an opportunity to take a coherent approach on the provision of infrastructure required to support growth.

Councillor Smith asked about the homelessness strategy and potential impacts of the closure of The Foyer. Officers highlighted that the strategy sought to prevent homelessness in the first instance, for example by brokering arrangements between tenants and landlords and focusing direct support on



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priority groups. The decision to close The Foyer was explained, primarily due to the fact many rooms were not in use, and it was stated that the young person's hostel had vacancies available.

The Committee raised a number of other issues which are summarised as follows:

- Affordable housing – it was noted that there was a 40% target for affordable housing provision in new developments in Slough. The pressures caused by London Boroughs placing families into accommodation in Slough were recognised and whilst there was a duty to notify the authority of such placements, it did not include information on the needs for education or social care services which was a problem.
- Key workers – no specific targets had yet been set on the number of the new properties to be made available to key workers and it was important to have clarity on the definition. This work would be undertaken as part of the action planning process.
- Landlord / tenant relationships – several issues were raised and clarification was sought on the turnaround period for Council properties. It was agreed that details regarding the number of void properties and turnaround period when re-letting properties be circulated to the Committee. The Council sometimes had limited influence on private landlords, however, it was intended that the potential Landlord Registration Scheme could help improve housing standards and tenant relationships in Slough.
- Under-occupation – the Committee asked what more could be done to address the under-occupancy of Council homes to provide more properties for families. The strategy referred to the issue, although the provision of lifetime tenancies meant it was very difficult to move tenants to more suitable accommodation. A Member commented that the proposed differential rent policy would also deter people moving, however, it was noted that as this policy was only proposed for new builds it would affect a relatively small number of properties. It was also recognised that the Council's relationship with Housing Associations needed to be re-invigorated to help ensure people were housed in the most suitable accommodation.

At the conclusion of the discussion, the Committee noted the consultation draft of the new Housing Strategy and agreed to receive six monthly updates focused on one of the five themes of the strategy, starting with Theme 1 in July 2017.

### **Resolved –**

- (a) That details of the draft Housing Strategy be noted.

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- (b) That the Committee receive an update on progress of the strategy on a bi-annual basis.
- (c) That the Committee consider details of Theme 1: Supply of New Homes at its meeting in July 2017.

*(Councillor Holledge left the meeting at this point)*

### 41. Homelessness in Slough

The Committee received a presentation on Homelessness in Slough from the Housing Demand Manager, Temporary Accommodation Manager and Lettings & Voids Manager. Members also welcomed Darren McDermott from Shelter and Maggie McGuire from Slough Homeless Our Concern (SHOC), who had been invited to the meeting to provide their knowledge and insight on homelessness.

The presentation covered the statutory duties of the Council relating to homelessness and the statutory tests to determine eligibility for support; statistics on statutory homeless and temporary accommodation; an overview of the policy context and actions the Council was taking; and information on the position regarding rough sleepers. There had been a significant increase in the past two years both in terms of the number of 'agreed' homeless decisions issued and the number of households in temporary accommodation from 150 in 2014/15 to more than 300 in 2016/17. The Committee noted the range of measures undertaken to address the issue and the Council had a target that no families would be placed in bed & breakfast accommodation by March 2017.

The official number of rough sleepers estimated in Slough was 25 in 2016. This figure had increased in each of the last three years, but remained below the estimate of 30 in 2011. The range of support that the Council was putting in place for rough sleepers was noted and the focus in the new Housing Strategy on preventing homelessness was highlighted. The Committee also noted a wide range of current issues including the impact of London placements into housing in Slough, welfare reforms and the demands on social housing.

Councillor Strutton had submitted a number of Members' Questions on homelessness, which had been responded to by the Head of Housing. The Chair agreed they could be tabled given their relevance to the agenda item and the questions and answers were noted by the Committee.

Mr McDermott and Ms McGuire provided Members with their perspective on the homelessness position in the borough. It was stated that there was a major housing affordability problem in Slough due to the rapid increase in house prices and the associated impacts on the local housing market. Demand outstripped the supply of new homes and the standard of many properties, particularly HMOs, was poor. Organisations such as Shelter and SHOC sought to work with partners, including the Council, to prevent

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homelessness and support clients, however, there was rising demand on services. The pressures on resources meant that partnership working was essential, not only in terms of service provision but also in seeking the input of voluntary and community sector partners to help shape the housing strategy and allocations policy. The importance of providing day services for homeless people was emphasised. A Member asked about the accuracy of the figures provided on the number of rough sleepers and it was responded that the figures were estimates and it was recognised that the actual figure could be higher.

Speaking under Rule 30, Councillor Morris acknowledged some of the good work being done in Slough to address homelessness but he highlighted a number of systemic faults and emphasised the importance of organisations taking ownership to support individuals in need. Councillor Smith also spoke under Rule 30 and drew attention to the wider problem of rough sleeping in vehicles, parks and other places outside of the town centre which in his view needed greater attention.

The Committee discussed the complex and difficult choices facing the Council in making the savings required to set a balanced revenue budget in February at the same time as providing housing and related services which met the needs of vulnerable people. A significant amount of work was being undertaken on both reviews of key housing policies and the budget which the Committee would scrutinise early in 2017.

At the conclusion of the discussion, the Committee noted the presentation and thanked officers and guests for their contribution to the meeting.

**Resolved –** That details of the presentation be noted.

### **42. Date of Next Meeting - 12 January 2017**

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

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.25 pm)

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## **Overview & Scrutiny Committee – Meeting held on Thursday, 12th January, 2017.**

**Present:-** Councillors Nazir (Chair), Strutton (Vice-Chair), Bedi, N Holledge (until 7.55pm), Parmar, Sadiq, A Sandhu, R Sandhu and Usmani (until 8.23pm)

**Also present under Rule 30:-** Councillors Bains, Brooker, Chahal, Amarpreet Dhaliwal, Plenty, Smith and Wright

**Apologies for Absence:-** None.

### **PART I**

#### **43. Declarations of Interest**

Agenda item 10 First Bus: Councillor Brooker, speaking under Rule 30, declared that he was a shareholder in First Bus Company.

#### **44. Minutes of the Meetings held on 26 October 2016 and 17 November 2016.**

**Resolved** – That the minutes of the meetings held on 26 October 2016 and 17 November 2016 be approved as a correct record.

#### **45. Action Progress Report**

The Committee were updated in relation to activity regarding the Action Progress Report.

**Resolved** - That details of the Action progress report be noted.

#### **46. Member Questions**

Details of a question and reply, submitted by Councillor Plenty, relating to Air Quality management zones was circulated to the Committee for information.

#### **47. First Bus - Changes to Services and Timetables**

The Committee considered a report on the impacts on the bus network changes recently introduced by First Bus Berkshire. Managing Director First Hampshire, Dorset and Berkshire, Marc Reddy, and General Manager, Simon Goff, joined the meeting and explained the rationale for the changes.

The Committee was informed that:

- The network changes had been introduced in September with the aim of making the public transport network more 'robust' and to increase reliability.

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- Punctuality, stated as the top priority of bus users, had increased from 80% to 91% since the changes were introduced.
- A two-way radio system had been implemented to aid communication to better react to problems on the network to improve operational performance.
- Some adjustments to the services had been made in early December following feedback from the public.
- Further analysis of the changes would continue and services refined in light of the evidence.

Members expressed a number of concerns that had been raised by residents and service users about the network changes including the fact that the reduction in through services meant passengers had to change buses far more frequently, which negated punctuality improvements. The lack of consultation with residents on the specific service changes and the impact on disabled bus users were also highlighted. In response, the First Bus representatives responded by stating that the changes were designed to improve services, that fares had not risen and the importance of working in partnership with the Council to promote public transport was crucial.

Councillors Brooker, Plenty and Amarpreet Dhaliwal addressed the committee under Rule 30, asking about the prior consultation with the Council on the changes and commenting on specific local concerns in Langley. Mr Reddy stated that First worked in consultation with the Council Officers and their comments, and the feedback of passengers, was taken seriously. Councillor Dhaliwal commented that the changes made public transport less attractive and asked about occupancy rates on buses. Detailed information could not be shared due to commercial confidentiality but First assured Members that they were committed to attracting as many people as possible to use their bus services.

At the conclusion of the discussion, Members noted the report and thanked Mr Reddy and Mr Goff for attending the Committee.

**Resolved –** That the factors that have collectively contributed to the resulting issues since introducing the bus network changes in September 2016 be noted.

### 48. Performance and Projects Report - Quarter 2 2016/17

Mr Wilcox, Assistant Director Finance and Audit, provided the Committee with details of the performance position of the Council for Quarter 2 of the financial year 2016/17. It was reported that although overall Council performance was generally good there was considerable room for further improvement.

Details of the RAG status for the Corporate Balanced Scorecard indicators were highlighted. Key areas of noteworthy concerns flagged as 'red' were

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

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

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

During Quarter 2, 34 projects were being undertaken, with nine of those being categorised as Gold Projects. Although the majority of the gold Projects were progressing as anticipated, three projects were assigned with a red status – ERP/Agresso, Environmental Services Contract Procurement and Slough Major Transport Schemes. Members were provided with details relating to what measures had been implemented to mitigate the risks presented by these projects.

A number of issues were raised in the ensuing discussion including

- Gold Project: School Places Programme – the current status was showing as 'red' and Members requested further details regarding the risks/issues relating to this project.
- Gold Project: Burnham Station Improvement – what assessment criteria had been used to issue a green status for this indicator.
- Corporate Scorecard Performance Measures: Obesity in Children – details relating to what action was being taken to address the issue and what measures the Council could implement to improving this indicator.
- Whether the Council was carrying out its statutory obligations regarding NEET (Not in Education, Employment or Training) placements.

The Committee were informed that future reports would be received on a quarterly basis after having been considered by Cabinet.

**Resolved** - That details of the Council's current performance as measured by the indicators within the balanced scorecard and update on Gold projects and performance be noted.

### 49. Financial Report - Month 7 2016/17

The Committee were provided with an overview of the Council's financial position as at month 7 for the 2016/217 financial year. The Council was forecasting an over spend of £1.596m as at month 7, compared to an overspend forecast of £1.604m in month 6. It was noted that Cabinet were due to receive the financial forecast figures relating to month 8, which would show that the overspend had reduced to £916k.

Members were informed that significant work was being done to control the overspend and officers were confident that the overspend would be contained

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by the end of the financial year. Responding to concerns whether financial pressures would impact on the delivery of front line services, the Committee were assured that there would not be any impact on any such services.

A Member questioned whether the Council was exploring alternative income streams in an attempt to address the financial overspend. The Assistant Director, Finance and Audit commented that a number of innovative schemes had been developed, including the Strategic Acquisition Fund (commercial income streams to generate additional revenue income) and Slough Urban Renewal (private sector housing developments).

In addition, although there were increasing budgetary pressures on the Adult Social Care budget, the service was scrutinising all areas of expenditure such as agency costs and imposing spend restrictions where possible. Other areas within the directorate were also being explored to try to identify under spends that would contribute to reducing the financial pressure.

A Member asked whether, given recent issues faced by the Council, a review of the Council's public liability / insurance services had been conducted. The Committee were informed no such review had been carried out and that the matter would be looked into.

**Resolved** – That details of the current financial forecast and the ongoing work by departments to reduce the over spend be noted.

*(Councillor Holledge left the meeting)*

### 50. Call In: Housing Revenue Account Business Plan

The Committee considered the call-in, deferred from the meeting held on 17<sup>th</sup> November 2016, of the Cabinet decision of 17<sup>th</sup> October 2016 to implement a new rents policy as set out in the Housing Revenue Account (HRA) Business Plan.

The Interim Strategic Director Regeneration, Housing & Resources, Mike England, reminded Members of the background to the issue, most pertinently the allocation and rents for the 23 new build Council homes to be made available at Ledgers Road early in 2017. Officers confirmed that as a result of a recent court case, the Local Lettings Plan in place to allocate these homes was now very likely to be unlawful and the properties would therefore be let according to the Council's standard allocations scheme. The Council's wider thinking on the approach to affordable rents had evolved since the original decision and Members were informed that the intention was to develop two types of affordable rented accommodation:

- Slough Rent – at traditional council or housing association target levels.
- Slough Living Rent – to be affordable to those on average incomes in the borough but also to those receiving benefits.



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The approach would be further refined as part of the approval of new housing and planning policies to enable it to apply to Council, housing association and private developments. The current proposal was that at least 25% of new properties would be at the Slough Rent with the remainder at Slough Living Rent. The 23 units at Ledgers Road would be included as part of the 25% at the Slough Rent.

Members discussed a range of issues relating to a variable rent policy including the impact of the Government's decision not to implement the 'Pay to Stay' policy and the fact that the Council was currently required to reduce rents on existing properties. Increasing rents on some new build properties would raise additional income to help stabilise the HRA in the medium term and fund the building of new homes. The Committee welcomed the progress that had been made since the last meeting in refining the strategic approach to affordable rents on new build properties, and it was therefore decided to take no further action in relation to the call-in.

**Resolved –** That no further action is taken on the call-in.

*(Councillor Usmani left the meeting)*

### 51. Local Authority Controlled Company for Environmental Services

The Waste and Environment Manager, Nicholas Hannon, introduced an update report on the progress that had been made since the decision taken by Cabinet in September 2016 to insource the Environmental Services contract through the establishment of a Local Authority Controlled Company (LACC). Cabinet approval would be sought to establish a wholly owned company limited by shares with a Teckal exemption that would be classified as a local authority controlled company. Members noted the governance arrangements, management responsibilities and proposed organisational structure for both the Council and the LACC.

Members raised a number of issues including whether any other authorities had any similar arrangements; the likely financial benefits of insourcing; the specific roles of the 'Financial Director' and 'Operational Director'; and the management of risks and conflicts of interest. In response, the Committee noted that Hounslow had recently set up a Teckal company and the ability to exploit commercial opportunities was intended to deliver financial benefits to the Council. There would be a conflict of interest protocol and the relevant insurances would be put in place to provide the necessary protection. The Committee was assured that risk management had been a key consideration in developing the approach to issues including health and safety, human resources and finance.

Members asked how the new arrangements would provide better control over the services provided to residents and performance management. It was noted that a draft specification of services had been prepared and the importance of enhancing the quality of services was recognised. A specific issue was raised about fly-tipping and it was confirmed that an indicator would

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be built into the performance monitoring process. In relation to the risk that service standards could dip towards the end of the existing contract, Members were asked to raise any specific concerns with officers.

Councillors Amarpreet Dhaliwal and Bains addressed the Committee under Rule 30 and raised several issues in relation to the governance arrangements, the role of the Audit & Corporate Governance Committee and speed at which the company was being established. Councillor Bains commented that the scale of the task to insource in terms of health and safety, pensions and financial risk was being underestimated. He also asked whether there would be an employee representative on the LACC Board. Following a query, Councillor Bains stated that he no longer worked for the current service provider, Amey. Mr Hannon responded to each of the points raised and confirmed that the governance arrangements had been carefully considered and had been developed having conducted the necessary due diligence. The suggestion to appoint an employee representative to the Board would be considered. Further reports would be provided to Members on other aspects of the insourcing in the coming months.

At the conclusion of the discussion, the Committee noted the governance arrangements, responsibilities for management of the company and that a company limited by shares was considered to be the most appropriate vehicle.

**Resolved –** That details of the proposed governance arrangements and responsibilities for management of the Local Authority Controlled Company and proposed organisational structure both for the Council and LACC be noted.

### 52. Transport - Strategy for Slough

The Head of Transport and Highways, Savio DeCruz, introduced a report that summarised the problems of traffic growth and congestion, and detailed the actions the Council was taking to address these issues.

The transport strategy to tackle congestion and promote modal shift as set out in successive Local Transport Plans was noted. However, with significant major traffic flows into and out of Slough on a daily basis it was recognised that there were delays and congestion at peak periods. The Council had successfully attracted funding from the Department for Transport and the Local Enterprise Partnership to deliver a package of public transport and highway improvement schemes including the Bike Hire Scheme, A355 and A332 widening and the SMaRT bus scheme. The Council planned a number of further measures to tackle congestion and was developing a Transport Vision as part of the Local Plan review to seek to accommodate the forecast increase in population and economic growth in Slough.

Members discussed what more could be done to improve school bus services. Mr DeCruz highlighted that the dynamic school population and the complexity of school governance made it difficult to engage schools, however,

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the Council was exploring the potential of a pilot scheme with First Bus for school bus services. Concern was raised about the local transport impacts of new schools opening and expanding in already congested areas such as Bath Road and it was noted that the transport department worked closely with colleagues in education and individual schools to mitigate the traffic problems where possible. In response to a question about the Bike Hire Scheme it was reported that it currently had more than 1,000 members since it began in 2013 and the number of hire stations had risen from 2 to 10 during this period. A Member asked for a breakdown of the figures on the number of local residents, commercial users and SBC staff that used the scheme and it was agreed that this information would be circulated to the Committee.

The Committee was informed of the establishment of a new Transport Forum to improve engagement and were updated on the progress of several major schemes such as the Copthorne roundabout scheme which was almost complete and the first phase of the Mass Rapid Transport scheme which was due to be finished in February 2017. Members raised several other specific local transport issues to which Mr DeCruz responded.

At the conclusion of the discussion, the Committee noted the report.

**Resolved** – That the transport and highways service planning to deal with traffic growth and the existing congestion issues in the borough at a strategic level be noted.

### **53. Forward Work Programme**

The Scrutiny Officer outlined details of the Work Programme for the remainder of the municipal year. It was agreed that the Performance and Financial Management report Q3, currently scheduled for the February meeting, would be considered at the April Committee meeting.

**Resolved** – That details of the Work Programme be noted.

### **54. Attendance Record**

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

### **55. Date of Next Meeting**

The date of the next meeting was confirmed as 2 February 2017.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.43 pm)

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## Overview and Scrutiny Committee – Actions Arising from Meetings

### 15<sup>th</sup> September 2016

Minute:	Action:	For:	Report Back To: Date:
18	Findings of Housing Stock Survey, once completed, to be reported to a future committee meeting.	Head of Neighbourhood Services	OSC As appropriate
22	<b>Resolved:</b> (1) That a recommendation be made to the appropriate forum that a review of the Council's Whistleblowing Policy be undertaken.	Audit and Corporate Governance Committee (item taken 11 <sup>th</sup> January 2017)	OSC As appropriate

### 17<sup>th</sup> November 2016

Minute:	Action:	For:	Report Back To: Date:
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	<b>Resolved:</b> 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

## 20<sup>th</sup> December 2016

Minute:	Action:	For:	Report Back To: Date:
39	The Committee emphasised the importance of developing a clear set of Key Performance Indicators to demonstrate how each outcome would be achieved and how progress would be measured. The Plan also needed to be realistic, demonstrate the progress made to date and be Slough focused. The final plan would include more examples and case studies to provide further clarity on these issues.	Cabinet (Five Year Plan item taken on 23 <sup>rd</sup> January)	OSC / Scrutiny Panels 2017 - 18
39	<p><b>Resolved:</b> The proposed allocation of outcomes between the Overview &amp; Scrutiny Committee and Panels was considered and agreed as follows:</p> <p><u>Overview &amp; Scrutiny Committee</u></p> <ul style="list-style-type: none"> <li>• Slough will be an attractive place where people choose to live, work and visit.</li> <li>• Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.</li> </ul> <p><u>Neighbourhoods &amp; Community Services Scrutiny Panel</u></p> <ul style="list-style-type: none"> <li>• Our residents will have access to good quality homes.</li> </ul> <p><u>Health Scrutiny Panel</u></p> <ul style="list-style-type: none"> <li>• Our people will become healthier and will manage their own health, care and support needs.</li> </ul> <p><u>Education &amp; Children's Services Scrutiny Panel</u></p> <ul style="list-style-type: none"> <li>• Our children and young people will have the best start in life and opportunities to give them positive lives.</li> </ul>	OSC / Scrutiny Panels	OSC / Scrutiny Panels 2017 – 18 onwards

40	It was agreed that details regarding the number of void properties and turnaround period when re-letting properties be circulated to the Committee.	Interim Strategic Director, Regeneration, Housing and Resources	OSC 2 <sup>nd</sup> February 2017
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### 12<sup>th</sup> January 2017

Minute:	Action:	For:	Report Back To: Date:
48	Re: performance reporting. The Committee were informed that future reports would be received on a quarterly basis after having been considered by Cabinet.	Assistant Director Finance & Audit	OSC April 2017 onwards
49	A Member asked whether, given recent issues faced by the Council, a review of the Council's public liability / insurance services had been conducted. The Committee were informed no such review had been carried out and that the matter would be looked into.	Assistant Director Finance & Audit	OSC As appropriate
50	Re: Environmental Services Teckal Company. Further reports would be provided to Members on other aspects of the insourcing in the coming months.	Environmental Strategy & Governance Manager	OSC As appropriate

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 2<sup>nd</sup> February 2017

**CONTACT OFFICER:** Roger Parkin – Strategic Director Customer and Community Services

**(For all enquiries)** (01753) 875207

**WARD(S):** All

**PART I**  
**FOR COMMENT AND CONSIDERATION**

**THAMES VALLEY TRANSACTIONAL SERVICE CENTRE: APRIL 2016 – SEPTEMBER 2016**

**1 Purpose of Report**

The purpose of this report is to provide Overview and Scrutiny Committee members with a strategic overview of contractual performance for the Thames Valley Transactional Services Public Private Sector Partnership. The period of reporting covers contract year 5 (April 2016 – September 2016)

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

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

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

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

The services in scope of the partnership link to the overall effectiveness and efficient running of the council. For all services in scope, Arvato have sought to streamline processes implement contractually agreed service improvements whilst securing a step change in performance year on year with Contract Year 5 being no exception. The Partnership directly supports the Council's medium term financial strategy through optimising and prioritising the collection of revenues whilst ensuring that benefits continue to reach our most vulnerable members of the community in an efficient and timely manner. The overarching aim of the partnership continues to support all of the Council's priorities

**Civic responsibility**

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

In recent years Arvato have joined the Slough Business Community Partnership and are due to sponsor the Slough award for Innovation to successful local businesses for the third consecutive year.

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

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

### **Five Year Plan**

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

## **4 Other Implications**

### **(a) Financial**

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

### **(b) Risk Management**

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	<p>The contract has built in flexibility which enables changes to be appropriately considered using the change control mechanism</p> <p>Furthermore the Contract governance structure includes for regular review of any change controls to ensure that the contract administration remains compliant</p>	Allows for flexibility as the council's corporate and service priorities change.
Property	With the relocation of Arvato's head office to Slough all risks associated with property have now been mitigated and the risk has transferred to Arvato	The re-location has enabled Slough Borough Council to make use of the training and meeting room facilities at Phoenix 1 – Farnham Road.

		The site is also more closely located to the council offices and as such allows for an easier commute from SMP to Phoenix one for meetings / service issues
Human Rights	Not applicable	
Health and Safety	Arvato have access to their own corporate Health and Safety services	The Council has opportunities to draw on Arvato corporate resources to assist the council as required.
Employment Issues	All staff delivering Transactional services were successfully TUPE'd over to Arvato.	There is a requirement within the contract deliverables for Arvato to offer employment opportunities to the people of Slough and actively encourage this through their recruitment processes. This is performance managed as part of the reporting process to Scrutiny
Equalities Issues	Not applicable - Council policies apply as part of the Staff transfer	
Community Support	Arvato UK headquarters based in Slough	Arvato continue to support community projects, working with Slough mobility, board member of ASPIRE, development of the Arvato apprenticeship academy - strengthening employment opportunities for local residents.
Communications	There is a joint partnership arrangement in place to share information and manage communication	Access to a wider communications network allows the authority to benefit from more positive exposure, marketing and promotion
Community Safety	The employment of Neighbourhood benefit officers provide a more locally accessible and tailored service to local residents	Improved access to services and opportunities to work with our most vulnerable residents to maximise benefits take up.
Financial	Agreed pricing model , KPI framework and Payment mechanism which can be reviewed annually as the	Allows the partnership the flexibility to focus on emerging priorities faced by the council and the

	councils priorities change	services it delivers to ensure the most appropriate direction of travel as determined by the Council
Timetable for delivery	The contract is in place for a period of 10 years from April 1 <sup>st</sup> 2012 – March 2022. This means that both Phase 1 & Phase 2 services run concurrently	Timescales allow for services to be embedded and focus on service improvements
Project Capacity	Not applicable - this is not a project	

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

Not relevant

(d) Workforce

Approximately 100 staff were TUPE'd successfully as part of the procurement process on existing terms for Phase 1 services. A further 98 staff were successfully TUPE'd as part of Phase 2. Staff continue to be fully engaged in service improvements and training opportunities to further improve their skills, which will ultimately deliver more efficient and effective services to the residents of Slough.

5 Supporting Information

See Appendix 1 for the 6 month review report covering contract year 5 April – September 2016.

Appendix 2 for performance outturn for the first half of Contract year 5 - 16/17

6 Comments of Other Committees

None.

7 Conclusion

From a strategic perspective the contract continues to go from strength to strength year on year, with successful achievements in the development of their Apprenticeship Academy, growth and expansion of Arvato's private sector business operations in Slough which are increasing employment opportunities for Slough residents. In this Contract year alone, committee are asked to note that Arvato's commitment to the borough has seen an additional 200 jobs brought to Slough along with high profile brands. Further details are provided in Appendix 1 Contract year 5 April - September 2016 review report

The added value of the Strategic Partnership allows the Council to leverage the wider skill and expertise for Council projects that sit outside of the contract delivery, i.e. The Council's Digital ambitions, Lac Placement programme partnership between Arvato, SCST, supported by the council, Five Year Plan, Council's strategic re-provision programme, Libraries, RMI and the work now underway relating to Environmental Services set up of a New Company.

Operationally, during the period of April 2016 -September 2016 performance for all services in scope for contract year 5 have seen a demonstrable step change in improvement compared to the previous contract year.

8 **Appendices Attached**

Appendix 1 – Contract Year 5 April – September 2016 report  
Appendix 2 – Performance figures for the relevant reporting period

9 **Background Papers**

None.

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# The Slough Borough Council and Arvato partnership

## Scrutiny Report

Contract Year 5 half year review  
April 16 – September 16

# Executive Summary

During the first half of the 2016/17 financial year we have continued to progress as the previous year ended, with positive performance across the service areas with a few challenging issues needing some additional care. Operational performance and some other areas of note are outlined through this report.

Our Revenues and Benefits team have really progressed well since last year having learnt lessons from the challenges we had 18 months ago. The Benefits team have delivered excellent results whilst our collections in Council Tax and Business Rates remain on course to yet again deliver a year on year improvement.

Our Customer Service team are on course to hit our full year targets which will be the third consecutive year of improvement across nearly every KPI measure. Our contact centre team are doing particularly well, although resourcing challenges in our Front of House teams towards the middle of the year will see a little more focus in Q3 & Q4 to stabilise performance and KPI outturns going forward.

Transactional Finance is now fully working on the new agresso platform whilst Transactional Payroll went live at the end of the period covered in this report. The Council led programme has been challenging as expected with such a major transition, although we do expect to see the benefit of that investment during 2017. Logistics met all KPI's during the period.



# Executive Summary

A huge effort has gone into improving IT performance with some major changes being made going into the second half of the financial year. The efforts over the six months centred around investment in increasing skilled resource and the continued improvement journey of the Councils core technology platforms. Two key pillars of this were PSN activity and the new IVPVN wide area network. These activities progressed well during the period and are continuing right through until early 2017, laying the foundation for some exciting new developments during 2017 such as an updated telephony solution across the Council due for implementation over the next twelve months.

On a wider note our business has continued to invest in Slough with significant growth seen in our private sector contact centre business. This saw over half a million pounds of investment in our Slough offices to accommodate over 200 jobs that have been brought to the area.

Our ambitions are to continue this growth, becoming a key employer in the town and attracting the best candidates the area has to offer. Not only is this supported by our successful apprenticeship scheme, attracting excellent talent but also by our ongoing engagement with the local community which we do through various channels such as Slough Aspire, Slough Business Community Partnership and the Slough Business Awards, all of which we actively participate in. These sit alongside our continued charity activities.

# Outsourced Service Portfolio



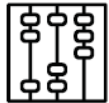
## Revenue Collections

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



## Housing Benefit Claims

- New and Case Management
- Benefits Payments Services



## Transactional Finance

- Accounts Payable/receivable
- Reconciliation & Accounting
- Procure to Pay



## ITC Services

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



## Logistics

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



## Payroll & Transactional HR

- Consultancy & Training, L & D
- Recruitment



## Customer Services

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

## Additional Services



## Strategic Projects

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



## Cyber Security

# Our continued growth in Slough



- Head office activities now fully embedded at Phoenix One with 30+ corporate staff
- Slough Council, including Revs & Bens, IT, Customer Services, Finance, Payroll, Logistics (c200 FTE)
- BMW Customer interaction centre (c200 FTE)
- Zara.com Customer services (110 – 150 FTE)
- Renault Customer Services including Dacia (20 – 30 FTE)
- Increasing Telefonica (O2) Smart Homes customer services account (15 FTE)
- New 15 FTE globally recognised cosmetics account due to be launched in the next few months

# Our Apprenticeship Committment

Contract Year	Target No. of apprentice positions	No. of Apprentice Positions filled	% Successful qualification achievement	No. retained in full time positions and functional areas
Year 1	6	5	<b>100%</b>	3 - Finance, Benefits and Transactional-HR
Year 2	6	6	<b>100%</b>	4 - Logistics, Customer services x3 and Transactional-HR
Year 3	6	7	<b>71%</b>	4 - Customer Services x2, HR Services and Transactional-HR
Year 4	9	11	<b>91%</b>	9 - Benefits, Customer Services x2, HR services x2, facilities, BMW x 2, IT
		5*		
Year 5	9	12	<b>N/A</b>	
YTD Total	36	<b>46</b>		

\* Two Intakes in Sept 2015 (11) & April 2016 (5)

\*\*2 FTE already confirmed in full time positions

- From the stats above as at 1<sup>st</sup> Oct 2016 we have successfully secured 18 previous apprentices in full time employment in arvato.
- We are working with the Childrens Trust to explore opportunities for placing candidates from more challenging backgrounds into our next apprentice intake. This will replicate our recent success of the 'Get into Tech' programme we ran with The Princes Trust which we are also expecting to repeat in 2017.


- Arvato's public sector partnerships shortlisted for **three Global Sourcing Association Awards**. Work delivered across Arvato's local government partnerships with Slough Borough Council and Sefton Council was shortlisted for three categories at the National Outsourcing Awards:


- **Public Sector Outsourcing Project of the Year – Slough Borough Council and Arvato**
- Automation Project of the Year – Sefton Metropolitan Council and Arvato
- **Outsourcing Works: Award for Delivering Business Value in Outsourcing – Slough Borough Council and Arvato**

- Apprentices from Slough Borough Council and Arvato's successful apprenticeship scheme, were recognised at a special graduation ceremony presented by Roger Parkin and John Wybrant
- Arvato's local government apprenticeship programme was recognised by national award's judging panel and reached the South East **judging stage of the National Apprenticeship Awards**, ahead of hundreds of competing organisations
- Slough Borough Council and Arvato shortlisted for coveted **LGC awards, named as a finalist** in the **Partnership of the Year** category



# Other Arvato activities

- 
- We recently released a white paper entitled 'Driving transformation through automation in the Public Sector' providing an overview of how robotic process automation (RPA) can help to drive transformation and much needed efficiencies.

- 
- Arvato Outsourcing Index featured in The Times. Key statistics from the most recent Arvato Outsourcing Index was featured in two pieces in The Times supplement, Raconteur.

- We launched new employee benefit schemes with Virgin Media and Vodaphone. Whilst our employee benefit platform perkz.com underwent a refresh to offer new and improved benefits

- 48 employees across Arvato UK's partnerships participated in Tough Mudder to **raise over £5,000 for The Prince's Trust**. Tough Mudder is a 10-12 mile obstacle course that demands physical and mental stamina to complete
- During the period we kicked off our own wellbeing week to raise awareness of our employee benefits available and encourage everyone to start thinking about improving their health and wellbeing both in and out of the workplace
- A refreshed talent programme was launched in 2016 titled 'Emerging Leaders,' to develop and recognise talent from within the business. A member of the Slough Customer Services team was successful in making the programme.

# The Operational Delivery Team

## Arvato



Kevin Hales  
Slough Site  
Director



Dave Churchfield  
Head of Logistics



Nicky Dear  
Head of  
Transactional HR  
& Payroll



Eugene Spellman  
Head of  
Transactional  
Finance



Tina Hancock  
Head of  
Customer  
Service



Carl Roberts  
Head of  
Revenues &  
Benefits



Janet Corkin  
Head of IT

## Slough Borough Council

Vijay McGuire  
Partnership and development Client Manager

Jackie Adams  
Service Assurance and Technical Specialist

Simon Pallet  
ICT retained services



## Revenues and Benefits



Business Rates collections are **2.35% higher** for the period in 16/17 at 57.35% than in 14/15

Council tax collection for the period stood at **57.67%, representing an increase of over 1%** than the same period in 14/15.



The Council Tax self serve platform registered over **1200 new users**, setting up 1220 new direct debits and making nearly 500 changes of address



September's YTD figures in benefits were **15.92 days for new claims and 5.82 days for change of circumstances**. For comparison, the figures in 14/15 at this stage were 22.99 for new claims and 12.23 for changes.

## Transactional Finance



A **new financial ERP system is now operational** with invoice scanning now live across the service.

**7,971 customer transactions** were made during the period using the automated payment kiosks collecting **£1,014,896**, 30% of which was cash.

## Transactional HR & Payroll



**15,803 wage slips** were produced in the period in addition to **over 45,000 additional transactions**, including p60's, pay awards, pension contributions, back pay etc



## IT Services



We **installed 460 new iGels** from April to September, removing old non complaint citrix units and XP PCs to make us compliant with security guidelines

We **closed 16,130 calls** between April and September which equates to 95% calls closed. In total we had 17,029 calls and 496 major work requests.



The Curve went Live in September. We spent **11 weeks** preparing and installing the infrastructure and all front line devices in time for the Live launch. We installed **79 monitors, 62 desktop PCs and 56 Laptops.**

## Logistics



The team have **processed over 162,000 items for delivery**, costing in excess of £40,000 in postage

## Customer Services



We saw **9953 customers** via the Local Access Points (LAP) within their local community

Responded to **4023 electronic contacts** & processed **848 Blue Badge** and **703 Bus Pass** applications

# Functional focus - Customer Services



SLOUGH	Customer Services - Contact Centre					Customer Services - Front of House				
April - Sept	Contact Volumes '000	Overall answered %	YoY Change %	Answered Within 30 seconds %	YoY Change %	Contact Volumes '000	Overall Seen %	YoY Change %	Seen Within 30 minutes %	YoY Change %
14/15	116,646	77%		46%		31,162	95%		65%	
15/16	116,186	77%	0%	44%	-2%	29,835	97%	2%	79%	14%
16/17	126,713	84%	7%	58%	14%	29,217	95%	-2%	73%	-6%
16/17 vs 14/15			7%		12%			0%		+8%

- On average we are speaking to and seeing over 10% more customers within our 30 seconds and 30 minutes SLA targets
- With our new queue management system in place we are capturing casual callers to better reflect our footfall
- We have seen an increase in the number of calls presenting for Housing Benefit which reflects implementation of the Benefits Cap and increased intervention from Arvato Revs and Bens Team
- FOH – Have had some challenges with resource early part of the reporting year which has been reflected in the KPI performance, resource adjustments have been made and we are on target to meet the annual KPI's
- Contact Centre – KPI performance has exceeded that of the same period last year

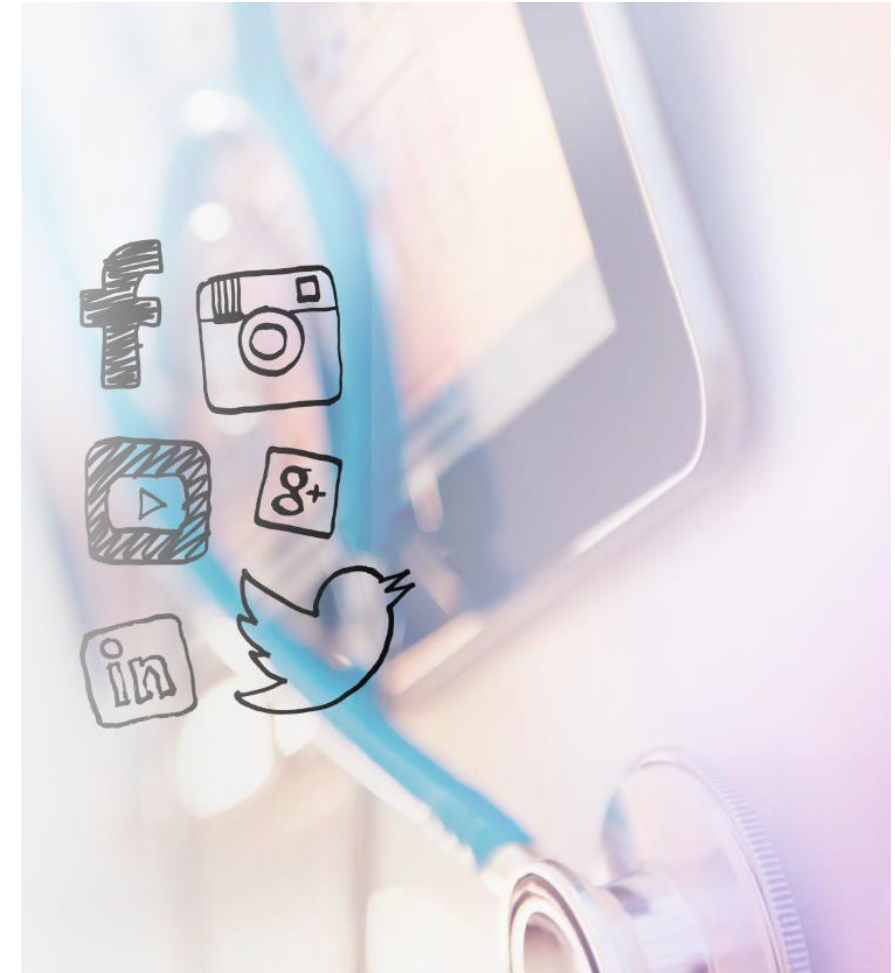
# Wider Partnership involvement

- We have been actively supporting the Councils Digital Agenda strategy – Key activities include work on plans for your new CRM platform along with the preparation for the roll out of a brand new smart telephony solution in 2017.
- We continue to support the Children's Trust on their improvement journey. Engagement ranges from extensive recruitment support to significant improvements of their IT footprint rolling out iPad devices across their workforce in recent months.
- Arvato were pleased to be invited to the Councils Asset Management Strategy workshops where we could provide an external viewpoint. This was on the back of the extensive work we completed on the Curve in June/July along with other activities on the sports stadium and schools projects
- Arvato are needed to support the Councils ongoing delivery strategies given their extensive reprovisioning plans, such as the upcoming RMI reprovision and the proposed new Environmental Services Company. This is in addition to the large scale insourcing of Cambridge Education and the Library services, both of which were worked on during the reporting period heavily involving our IT and HR/Payroll services.



# The Future

- Continuing to implement major improvements e.g. expanding multi-channel customer services to make it simpler for residents to contact the Council. These include the use of all Social media, Webchat, WhatsApp all being explored to deliver in the next twelve months
- Roll out RPA innovations to outsourced services and within council retained services
- Building on the legacy of creating over 400 jobs, winning new business and recruiting local people
- Continue to create a workforce for the future based on innovative talent that can help the Council tackle the challenges ahead particularly around technology skills and agile working





Thank you



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KPI	KPI Description	Assessment Duration	Target	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	YTD Position* <sup>L</sup>
Customer Services										
CS01A	%' age of Council Tax Customers served < 30 minutes. Reported Monthly	Annual	70.00%	79.90%	66.60%	45.50%	64.30%	72.60%	71.40%	66.72%
CS01B	%' age of Housing Benefits Customers served < 30 minutes. Reported Monthly	Annual	70.00%	83.40%	73.00%	52.10%	69.10%	76.50%	68.60%	70.45%
CS01C	%'age of Housing Services (Homelessness) Customers Served < 30mins. Reported Monthly	Annual	70.00%	93.80%	93.80%	66.90%	61.60%	77.10%	68.70%	76.98%
CS01D	%'age of Housing Services (Non-Homelessness) Customers Served < 30mins. Reported Monthly	Annual	70.00%	88.10%	73.10%	55.60%	64.50%	79.20%	74.20%	72.45%
CS01E	%'age of Reception & General Enquiry Customers Served < 30 mins. Reported Monthly	Annual	90.00%	100.00%	68.90%	88.10%	97.30%	98.60%	98.60%	91.92%
CS02	Service Provider shall be responsible for responding to all web contact either via e-mail or via e-forms as stated in the individual SLA's within the corporate timescales and to a standard defined by the Client. Where the service provider needs to refer web contact to the back office this should be done in no more than 24 hours from when the contact was made. Reported Monthly	Annual	65.00%	71.80%	71.40%	70.70%	62.10%	85.50%	60.20%	70.28%
CS03A	%'age of C.Tax & H Benefit Calls answered < 30 secs. Reported Monthly	Annual	45.00%	50.70%	51.80%	27.70%	51.20%	56.00%	43.20%	46.77%
CS03B	%'age of C.Tax & H Benefit Calls answered. Reported Monthly	Annual	80.00%	89.90%	85.40%	75.50%	86.90%	81.30%	83.60%	83.77%
CS03C	%'age of Housing Services (Non-Homelessness) Calls answered < 30 secs. Reported Monthly	Annual	45.00%	50.30%	49.20%	35.20%	61.90%	66.20%	45.40%	51.37%
CS03D	%'age of Housing Services (Homelessness) Calls answered < 30 secs. Reported Monthly	Annual	45.00%	50.60%	51.00%	74.50%	59.40%	69.60%	39.40%	57.42%
CS3ci	%'age of Housing Services (Non-Homelessness) Calls answered		76.00%	85.00%	82.10%	35.90%	87.20%	82.40%	81.40%	75.67%
CS3di	%'age of Housing Services (Homelessness) Calls answered. Reported Monthly		78.00%	83.50%	83.00%	76.20%	86.50%	76.70%	79.40%	80.88%
CS03E	% of Adult Social Care Calls Answered < 30 secs. Reported Monthly	Annual	75.00%	90.30%	66.80%	67.20%	78.90%	77.90%	75.90%	76.17%
CS03F	% of Children's Social Care Calls Answered < 30 secs. Reported Monthly	Annual	75.00%	87.70%	64.70%	69.30%	77.90%	78.90%	71.50%	75.00%
CS3ea	% of Adult Social Care Calls Answered. Reported Monthly	Annual	90.00%	92.90%	85.70%	85.10%	89.10%	84.60%	87.50%	87.48%
CS3fa	% of Children's Social Care Calls Answered. Reported Monthly	Annual	90.00%	93.30%	90.80%	87.10%	92.50%	85.50%	90.00%	89.87%
CS03G	%'age of General Calls answered < 30 secs. Reported Monthly	Annual	60.00%	76.40%	84.50%	58.30%	67.50%	69.80%	54.00%	68.42%
CS3ga	%'age of General Calls answered. Reported Monthly	Annual	85.00%	90.70%	60.10%	81.70%	85.90%	93.60%	81.30%	82.22%
CS05	% Blue Badges issued made which have all the supporting documentation supplied issued within 10 days of application. Reported Monthly	Annual	90.00%	94.50%	97.00%	93.30%	88.50%	99.40%	96.80%	94.92%
CS06	% of Local Welfare Provision applications made which have all the relevant supporting information supplied which were issued within 24 hours of application. Reported Monthly	Annual	90.00%	100.00%	100.00%	100.00%	97.80%	100.00%	100.00%	99.63%
PI01A	Percentage (%) of the complaints received upheld or partially upheld.	Annual	25.00%					35.00%	25.00%	N/A
PI01B	Percentage (%) of the complaints answered within 10 working days.	Annual	90.00%					83.00%	100.00%	N/A
Transactional HR and Payroll Services										
THRP01	Input all Payroll transaction changes received by the deadline.	Monthly	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A
THRP02	Transmit BACS payments by required deadline.	Monthly	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A
THRP03	Transmit all submissions (electronic files and payment) to HMRC and other statutory bodies.	Monthly	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A	N/A
THRP04	All administration for new appointments specific to work permits and CRB checks are completed within 5 working days	Quarterly	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A
THRP05	Payroll accuracy Errors with financial implications.	Monthly	99.80%	99.90%	99.98%	99.98%	99.98%	99.98%	N/A	N/A
THRP06	Provide payslips to all SBC staff.	Monthly	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A
Transactional Financial Services										
CA02	Control all money / cash management.	Monthly	0.10%	0.01%	0.00%	0.01%	0.04%	0.04%	0.03%	N/A
CA10	Preparation of daily bulk cash banking.	Monthly	99.80%	99.97%	99.99%	99.99%	99.99%	100.00%	99.96%	N/A
FP10	Production of VAT reports / returns.	Monthly	95.00%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
L28	% of Debt collected within 60 days of due date.	Monthly	96.50%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
L29	Overall % rate of collection	Monthly	8.00%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
L29b	% of unsecured debts which are more than 12 months old.	Monthly	100.00%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RA7	Manage, control and reconcile year end process.	Annual	100.00%			N/A	N/A	N/A	N/A	N/A

Revenues and Benefits										
BR30	Business Rates arrears Collection. Cumulative YTD	Not yet live Annual	98.00%	97.86%	97.74%	97.79%	97.88%	98.02%	98.04%	98.04%
L11	Council Tax arrears Collection. Cumulative YTD	Not yet live Annual	98.20%	97.47%	97.54%	97.57%	97.43%	97.67%	97.69%	97.69%
L12	NNDR in Year Collection. Cumulative YTD	Annual	97.0%	10.9%	19.4%	28.3%	39.4%	47.8%	57.4%	57.4%
L10	Council Tax in year Collection. Cumulative YTD	Annual	97.1%	12.6%	21.8%	30.9%	39.6%	48.7%	57.7%	57.7%
L16	Level of LA Errors. Cumulative YTD	Annual	0.48%	0.31%	0.30%	0.28%	0.32%	0.29%	0.29%	0.29%
L13a	Average time to process a Benefits Claim. Cumulative YTD	Annual	20 Days	15.79	14.81	14.68	15.23	15.52	15.92	15.92
HB03	Review Benefits entitlement decisions. Cumulative YTD	Annual	10 Days	4.88	5.27	6.07	4.88	5.27	6.07	6.07
HB01	Accuracy HB / Ctax Entitlement. Cumulative YTD	Annual	88.00%	87.50%	88.75%	86.78%	87.50%	80.00%	80.49%	80.49%
HB38	Proactively recover overpayments.	Annual	22.00%	1.70%	4.64%	6.37%	1.70%	4.64%	6.37%	N/A
BR32	Valuation list updates completed within 14 days	Annual	97.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A
L17	User Satisfaction measurement. Once every 2 years	Bi-annual	85.00%							N/A
SR1	Statutory Returns	Annual	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A
ICT										
ICT1	Service Desk Response (Abandoned Calls)	Annual	75.00%	56.87%	76.11%	80.68%	76.40%	61.86%	81.19%	72.19%
ICT2	User Satisfaction	Annual	80.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT3	Service Desk Response (Incidents: First Line Support)	Annual	70.00%	76.78%	75.34%	79.64%	84.70%	90.36%	81.53%	81.39%
ICT4	Desktop IT Facilities Installation	Annual	70.00%	94.34%	89.19%	89.58%	86.10%	82.93%	85.00%	87.86%
ICT5	Network Infrastructure Availability voice and data comms	Annual	98.00%	100.00%	99.70%	99.98%	100.00%	100.00%	100.00%	99.95%
ICT6	Voice Network Availability Split between VOIP and analogue	Annual	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT7	Critical Application Availability	Annual	98.00%	98.66%	99.41%	99.97%	99.90%	100.00%	100.00%	99.66%
ICT8	Non-Critical Application Availability	Annual	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT9	Non Service Desk Incident Resolution	Annual	95.00%	58.33%	56.60%	66.07%	63.50%	80.77%	29.31%	59.10%
ICT10	Project Request Response (New Work)	Annual	80.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT11	Incidents Requiring a Visit by an IT Technician (< 4 wrk days)	Annual	75.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT12	Service Desk Response (Service Request: First Line Support)	Annual	70.00%	43.74%	54.02%	57.54%	57.20%	45.78%	51.84%	51.69%
ICT13	Performance reporting	Annual	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT14	Secure disposal of Equipment	Annual	70.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT15	Resolution of reported incidents - Restoring services	Annual	80.00%	66.67%	92.86%	95.00%	100.00%	90.91%	100.00%	90.91%
Logistics										
MH05	Collect and process post for dispatch (RM).	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A
MH07	Process PPI from Benefit.	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A
MH09	Process Benefit cheques within 24 hours of receipt.	Monthly	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A
MH11	Collect and process post for dispatch (TNT).	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A
MH Courier 1	Deliver to all schools and libraries within the Borough on agreed schedule.	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A
MH Courier 2	Deliver to all corporate buildings on agreed schedule.	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A
MH Courier 3	Collect from and deliver to, the DX courier office on agreed schedule.	Monthly	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A
DIP Service	Batch, scan & index docs received within 24 hours of receipt.	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A

\* YTD figures only relate to annual KPI's. Others Shown as N/A.



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 2<sup>nd</sup> February 2017

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

**WARDS:** All

**PART I**  
**FOR CONSIDERATION & COMMENT**

**FORWARD WORK PROGRAMME 2016/17**

1. **Purpose of Report**

- 1.1 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**

<b>Meeting Date</b>	
<b>Thursday 9 March 2017</b>	
<ul style="list-style-type: none"> <li>• Slough Urban Renewal</li> <li>• Town Centre</li> <li>• Local economy</li> </ul>	
<b>Thursday 13 April 2017</b>	
<ul style="list-style-type: none"> <li>• Policing – Police and Crime Commissioner</li> <li>• Scrutiny Annual Report</li> <li>• Petitions – annual summary</li> </ul>	

#### **To be programmed:**

- Adult Social Care Transformation Programme – Annual Update (Nov 2017, based on 17<sup>th</sup> 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	P			
Coad (Committee Member until 8/8/16)	P	P								
N.Hollidge	P	P	P	P	P	P* (until 8.20pm)	P* (until 7.55pm)			
Nazir	P	P	P	P	P	P	P			
Parmar	Ap	Ab	P	P* (from 6.42pm)	P	Ap	P			
Sadiq	P	P	P* (from 6.44pm)	P	P* (until 8.20pm)	P	P			
A.Sandhu	P	P	Ap	P	P	P	P			
R.Sandhu	Ap	P	P	P	Ab	P	P			
Strutton	P	P	P	Ap	P	P	P			
Usmani (Appointed to Committee from 8/8/16)			Ap	P	P* (until 9.20pm)	P	P* (until 8.23pm)			

P = Present for whole meeting  
Ap = Apologies given

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

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