

Date of issue: Wednesday, 1 March 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, 9TH MARCH, 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

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
ITEM

REPORT TITLE

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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 the Last Meeting held on 2 February 2017 | 1 - 6 | - |
| 3. | Action Progress Report | 7 - 8 | All |

SCRUTINY ISSUES

- | | | | |
|----|---|---------|---------|
| 4. | Member Questions

<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. | Town Centre Management Update | 9 - 14 | Central |
| 6. | Economic Growth Update | 15 - 18 | 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).

- | | | | |
|----|--------------------------------------|---------|-----|
| 7. | Forward Work Programme | 19 - 24 | All |
| 8. | Members Attendance Record 2016/17 | 25 - 26 | - |
| 9. | Date of Next Meeting - 13 April 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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Overview & Scrutiny Committee – Meeting held on Thursday, 2nd February, 2017.

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

Also present under Rule 30:- Councillor Ajaib

Apologies for Absence:- Councillor Sadiq

PART I

56. Declarations of Interest

None were received.

57. Minutes of Meetings held on 20th December 2016 and 12th January 2017

Resolved – That the minutes of the meetings held on 20th December 2016 and 12th January 2017 be approved as a correct record.

58. Action Progress Report

The Committee was updated on the activity regarding the Action Progress Report. In relation to the Review of Council's Public Liability / Insurance Services (Minute 49 of the meeting held on 12th January 2017), the Assistant Director Finance & Audit informed the Committee that the matter was scheduled for consideration at the April 2017 meeting.

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

59. Member Questions

None received.

60. Thames Valley Transactional Service Centre: April 2016 - September 2016

The Committee received a report and presentation providing an overview of contractual performance and wider development of the Thames Valley Transactional Services Public Private Sector Partnership for the period between April to September 2016.

John Wybrant and Peter Schriewersmann, Key Account Directors at arvato, addressed the Committee and summarised the key aspects of the half year review for year 5 of the contract. Revenue and Benefits had progressed well with collections of Council Tax and Business Rates on course to deliver another year on year improvement. Transactional Payroll had been operational on the agresso platform since the end of the reporting period. The

Overview & Scrutiny Committee - 02.02.17

transfer had presented a number of challenges, however, it was anticipated that a number of benefits would be realised in 2017. It was also noted that the outsourced service portfolio included a new element of Cyber Security. IT services provided to September included 460 new iGels and the fit out of infrastructure and devices at The Curve ready for opening.

There was continued growth of arvato in the Slough Head Office with a range of customers such as BMW, Zara.com, Renault and Telefonica in addition to the Council. The success of arvato's public sector partnerships had been recognised by being shortlisted for three Global Sourcing Association Awards and the Council and arvato had been named as a finalist in the coveted LGC awards in the Partnership of the Year category.

Operational performance to the end of September was reviewed and Members noted that Business Rates collection for the period was 2.35% higher than the previous year at 57.35% and Council Tax collection was 57.67% which was an increase of 1%. Asked about the current position, it was reported that Business Rates collection was ahead of the 91% target and on course to meet the annual target of 97%. A total of £102m was of Business Rates was due to be collected in 2016/17 compared to £92m at the start of the contract. The approach to debt collection was discussed and the Committee was informed that there were six Council Tax cases where a sum in excess of £100,000 was owed. A Member requested further information outside of the meeting, noting that proceedings had begun to recover these debts. More generally, the Committee was reassured that performance on debt recovery had improved markedly since the beginning of the contract with Council Tax collection rising from 94.8% to 97%.

The progress made in relation to the Apprenticeship Commitment was considered and it was noted that the scheme was ahead of target with 46 apprentice positions filled in the past five years against a target of 36. Arvato had been listed in the Top 100 Companies for delivering Apprenticeship Schemes and it was agreed that an article and video on this would be circulated to Committee Members. Following a request, details relating to apprenticeship placements, i.e. the specific business areas within arvato, would also be sent to the Committee.

Members discussed a wide range of issues including data capture, the CRM system, the disposal of old IT equipment and the value for money of the contract. A query was raised about whether payments could still be made over the telephone, which Members considered particularly important for elderly and vulnerable people. It was responded that telephone payments should still be able to be made and any such issues should be looked into. In relation to customer service performance and 'Front of House' issues, Members asked why there had been a reduction in the percentage of customers seen within a 30 minute time period given that there was a reduction in the total number of customers seen in that quarter compared to the same time period for the previous year. It was agreed that an explanation and further information would be provided to the Committee.

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At the conclusion of the discussion, the Committee welcomed the progress that was being made and the report was noted.

Resolved – That details of arvato's performance for the period April 2016 to September 2016 be noted.

61. Revenue Budget 2017/18 and Medium Term Financial Strategy 2017/21

The Assistant Director Finance & Audit introduced a report seeking the comments of the Committee on the Revenue Budget 2017/18, which included the Medium Term Financial Strategy (MTFS) 2017-21.

The budget had been developed in the context of continuing financial challenges for the Council with further steep reductions in Government grants and rising demands on key services. Total income would reduce by £3.2m from the previous year to £100.48m in 2017-18. Savings had been identified totalling £12.4m and these were detailed fully in Appendix A to the report. They included £4.8m profit share from Slough Urban Renewal, £0.6m reduced spend on Agency Staff and £0.9m from bringing some services back in house. Despite the pressures, it was reported that the revenue budget proposed would put the Council on a sound financial footing whilst protecting front line services wherever possible. It was proposed that Council Tax would rise by a total of 4.71%, of which 3% was the Government's Adult Social Care precept and 1.71% for the Council to fund other services. The budget had £3.2m of growth included £1.050m in adult social care and £1m to provide for actuarial revaluation of the RBWM Pension Fund.

The Committee asked a number of questions and discussed several key aspects of the proposed budget. Members asked how achievable the adult social care savings were in view of the rising pressures. The Director of Adult Social Care stated the Council was two years into a four year transformation programme and savings had been successfully delivered through changes to ways of working, improved systems and enhanced support in communities. However, pressures were increasing from people with more complex needs and the budget growth provided for further investment in this area. Members raised the costs of agency staffing and the Director and Interim Chief Executive explained the steps being taken to increase permanent social work staff and the development of the Slough Academy was cited which would help the Council develop its workforce.

The Committee discussed the proposed increases in a number of fees and charges as detailed in Appendix F to the report. Several Members expressed concerns about the proposed increases of up to 20% in some burial and cemetery fees. It was responded that the proposals followed a benchmarking exercise and Slough's fees would generally remain below neighbouring areas. Running costs had also increased and there had been investment to enhance the facilities. Members felt that the proposed increase in fees was too high, particularly the 20% increase in Public Graves for Adults and the 10% increase for Stillborn to Age 17. It was agreed that the concerns of the Committee on these specific increases be forwarded to Cabinet at its meeting

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on 6th February and that details of the comparable fees of neighbouring local authorities be forwarded to the Committee.

Members scrutinised several other increases in fees and charges including the proposed rise in photocopying charges in libraries and the proposed 50% increase in Fees for Land Charges. It was explained that the land charges were increasing as a result of Government legislation and the Committee asked that this be clarified to include details explaining the fee increase in future reports.

At the conclusion of the discussion, the Committee noted the Revenue Budget 2017/18 and MTFs 2017/21 and agreed to advise the Cabinet of its concerns in relation to the significant increase in the fees for Public Graves (Adults).

Resolved –

- (a) That details of the proposed Revenue Budget 2017/18 and Medium Term Financial Strategy 2017/21, as set out in the report, be noted.
- (b) That Cabinet be advised of the Committee's concerns regarding the 20% proposed increase in fees and charges for Public Graves (Adult Slough resident and non Slough Resident).
- (c) That details of fee charges for Public Graves (Adults) by neighbouring Local Authorities be circulated to the Committee.

(Councillor Bedi left the meeting)

62. Treasury Management Strategy 2017/18

The Assistant Director Finance & Audit introduced a report that sought the comments of the Committee on the Council's Treasury Management Strategy 2017/18. The Strategy would be considered by the Cabinet on 6th February, and if agreed would be recommended to full Council on 23rd February 2017.

The Council currently had £209m of borrowing and between £72m and £82m in investments on average throughout the year. There were no significant changes to the strategic approach undertaken in the previous year in relation to treasury management. The Committee asked a number of questions about the level of borrowing and it was confirmed that borrowing had increased by £32m in the previous year with an additional £23m of borrowing planned for 2017/18. The Committee received assurance that the strategy was carefully assessed to consider the most appropriate way to finance borrowing from internal balances, short term or long term borrowing and the Council was assisted by its external treasury management advisors Arlingclose.

The strategic acquisitions strategy was raised including the rationale for investing in out of borough assets. The Assistant Director stated that there was a clear and robust process undertaken to assess potential acquisitions. Purchasing assets outside of Slough would be appropriate where they could

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generate a higher yield and additional revenue to the Council. The Committee also discussed the links to the capital strategy, importance of Slough Urban Renewal and future treasury management outlook and challenges post-Brexit. At the conclusion of the discussion the report was noted.

Resolved – That details of the Treasury Management Strategy 2017/18, as set out in the report, be noted.

63. Capital Strategy 2017/23

The Assistant Director Finance & Audit introduced a report that sought the comments of the Committee on the Capital Strategy 2017/23 and the capital programme for 2017/18.

The key aspects of the capital programme to 2023 were summarised and it was noted that the total capital expenditure was forecast to be £297m of which £221m was General Fund and £75m was Housing Revenue Account. The total revenue finance required to fund the borrowing requirement of £154m was £57m over 25 years. The programme included £71m for expansion of schools in the borough; £44m for the new leisure centre and other facilities; £29m for highways and transport; and £78m for other schemes such as two new hotels and the development of the regeneration projects including the Thames Valley University site. Members attention was also drawn to the significant increase to £1.050m in the Community Investment Fund which would support neighbourhood enhancements and other appropriate schemes identified locally by ward Members.

A number of specific items of the capital programme were raised including the apparent reduction in capital for SEN resource expansion beyond 2017-18. Officers highlighted the work underway, for example at Arbour Vale, and it was highlighted that there could be more investment in future years if there was demand for more resources. The links to the Five Year Plan were also discussed and the Interim Chief Executive commented that the Capital Strategy and Five Year Plan were closely aligned with investment in new housing and regeneration contributing to a series a strategic priorities to increase the number of new homes, attractiveness of the centre of Slough and contributing to income generation to support the Council's revenue budget.

At the conclusion of the discussion, the Committee noted the Capital Strategy.

Resolved – That details of the Capital Strategy 2017/23, as set out in the report, be noted.

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64. Forward Work Programme 2016/17

The Scrutiny Officer outlined details of the Work Programme for the remainder of the municipal year and agreed to add the Quarter 3 Performance & Projects Report and Review of the Council's Public Liability / Insurance Services to the agenda for the meeting to be held on 13th April 2017.

Resolved – That details of the Work Programme be noted and the following items be added to the April 2017 meeting:

- Quarter 3 Performance and Project Report.
- Review of Council's Public Liability / Insurance Services.

65. Members Attendance Record 2016/17

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

66. Date of Next Meeting

The date of the next meeting was confirmed as 9th March 2017.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.46 pm)

Action Progress Report

12th January 2017

Minute:	Action:	For:	Report Back To: Date:
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

2nd February 2017

Minute:	Action:	For:	Report Back To: Date:
60	Members asked why there had been a reduction in the percentage of customers seen within a 30 minute time period given that there was a reduction in the total number of customers seen in that quarter compared to the same time period for the previous year. It was agreed that an explanation and further information would be provided to the Committee.	arvato	OSC July 2017
61	Resolved – That Cabinet be advised of the Committee's concerns regarding the 20% proposed increase in fees and charges for Public Graves (Adult Slough resident and non Slough Resident).	Cabinet	Cabinet
61	Resolved – That details of fee charges for Public Graves (Adults) by neighbouring Local Authorities be circulated to the Committee.	Assistant Director, Finance & Audit	OSC 9 th March 2017

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 9 March 2017

**CONTACT OFFICE
(For all Enquiries)** Colette Makambila, Town Centre Manager
(01753) 476 534

WARD(S): Central

PART I
FOR COMMENT & CONSIDERATION

TOWN CENTRE MANAGEMENT UPDATE

1. **Purpose of Report**

This report explains the town centre activities undertaken since the appointment of the town centre manager and sets out the ambition of Slough Town Centre Partnership. Also included is an update on The Curve's impact on the town centre since its opening in September 2016.

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

The Committee is requested to:

- Note the progress made to date in delivering the priority actions for town centre improvements.
- Recommend to the Cabinet to support the exploration of a Business Improvement District for Slough as the best possible solution for revitalising Slough town centre.

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

The Slough Joint Wellbeing Strategy (SJWS) is the document that details the priorities agreed for Slough with partner organisations. The SJWS has been developed using a comprehensive evidence base that includes the Joint Strategic Needs Assessment (JSNA).

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

The activities listed in this report address and link to the Slough Joint Wellbeing Strategy (SJWS) priorities below.

Priorities:

1. Protecting vulnerable children
2. Increasing life expectancy by focusing on inequalities
3. Improving mental health and wellbeing
4. Housing

The local actions taken will help to reverse the decline of the high street. The town centre management activities are responding to the needs and requirements of our local businesses and residents. In the Issues and Options Consultation Document of a Local Plan for Slough, it states as part of A Vision for Slough in 2036, “The centre of Slough will be an attractive, vibrant hub providing high quality offices, retail, leisure, landmark buildings and cultural opportunities for our diverse communities”.

3b. **Five Year Plan Outcomes**

The actions highlighted in the report will help deliver outcome 5 of the 2017-2021 Five Year Plan - Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents (Outcome 5).

However it is important to understand that the town centre management activities also help deliver other outcomes such as:

- Our children and young people will have the best start in life and opportunities to give them positive lives (Outcome 1).
- Slough will be an attractive place where people choose to live, work and visit (Outcome 3).

4. **Other Implications**

(a) **Financial**

The majority of the actions outlined in this report are funded via the Economic Development team budget. There will be some financial implications of proposed actions such as: Scoping exercise and BID feasibility study, development and implementation of a town centre app, discount card, website, and provision of town centre wide Wi-Fi. Any relevant funding decisions will be presented to Cabinet when required.

(b) **Risk Management**

Risk/Threat/Opportunity	Mitigation(s)	Recommendation
Lack of funding to deliver identified actions for town centre improvements	Explore sponsorship and bid opportunities for external funding	The Council to consider allocating capital funding for town centre improvements
Inviability of a Business Improvement District for Slough	Town centre management team in collaboration with town centre stakeholders including the council to devise effective town centre improvement plans	The Council to enter into discussions with the new owner of The Queensmere and Observatory shopping centres to help change the image of the High Street

(c) **Human Rights Act and Other Legal Implications**

There are no Human Rights Act and legal implications identified.

(d) Equalities Impact Assessment

It is not necessary to undertake an Equalities Impact Assessment at this stage. However should any actions require an assessment, this exercise will be carried out when necessary according to Slough Borough Council's rules and guidelines.

5. **Supporting Information**

- 5.1 Slough Town Centre Partnership – a thorough engagement and dialogue with retailers led to the formation of Slough Town Centre Partnership by Slough Borough Council. The Partnership is comprised of members of the public, private, voluntary and community sectors and operates as a forum. It is bringing together people that have a stake in the development of the town centre. The key themes for action are: a clean, attractive, safe and accessible town centre.

The forum has been instrumental in obtaining business views and sharing information on regeneration activities underway in Slough town. The Partnership, chaired by Marks & Spencer and Starbucks, aims to position Slough town centre as a key business location as well as a local destination for shopping and leisure. In order to implement this vision which links to the Five Year Plan Outcome 5, Priority "Creating a vibrant town centre", a number of actions focussing on improving the image and perceptions of the town have been devised.

- 5.2 Understanding the required town centre improvements – A town centre visitor satisfaction survey was undertaken in 2016 to evaluate visitors' views and perceptions of the town centre and identify their needs and requirements. The survey covered areas such as physical appearance, cleanliness, range and variety of shops, crime and safety, shopping experience and evening usage of the town centre. 65% of the respondents indicated that improvements to the general appearance would encourage them to use Slough town centre. Respondents stated that the high concentration of betting shops, cash converter outlets, takeaways, pound shops, phone repair shops was deterring them from using the town centre.

A footfall procurement activity currently underway will help to monitor and evaluate the positive impact of the regeneration projects, the impact of Slough Town Centre Partnership's actions and the performance of the town centre.

- 5.3 A joint marketing plan for Slough town centre – Slough Town Centre Partnership is devising a plan to run promotional campaigns for the town centre. To reach out to a wider audience, a town app, website, a discount card are being explored as is the provision of a town centre wide Wi-Fi. A successful events programme in collaboration with HOME Slough - the Arts Council 3-year investment programme, The Curve, Queensmere Observatory shopping centres, Slough Borough Council and Slough Aspire was delivered between April 2016 and February 2017. The High Street has demonstrated a strong potential to become a destination that can hosts events, markets and festivals. It is envisaged that more activities will be delivered in 2017. Retailers, community organisations and the council will need to continue collaborating and working together effectively to drive footfall and increase consumer spend.

- 5.4 The balance of shopping/commerce compared to housing in the town centre – *The Review of the Local Plan for Slough, The Issues and options consultation, 16 January-27 February 2017* document suggests the objectives of the Local Plan

are to support innovation, growth and regeneration and ensure the town centre is the focus for high density housing and major retail, leisure, office and cultural development.

- 5.5 Is the emphasis quality or quantity? Are we looking to 'import' shoppers, or operate as a centre for residents? – The Local Plan suggests there will be no compromise on quality. The centre of Slough will be an attractive, vibrant hub providing high quality offices, retail, leisure, landmark buildings and cultural opportunities.

Slough town centre already operates as a district centre like many other town centres across the country. The redevelopment of The Queensmere and Observatory shopping centres will revitalise the town centre into a residential, leisure and shopping destination.

- 5.6 Impact of the Abu Dhabi investment – The impact of this investment cannot be gauged at this stage because the asset management company who acquired The Queensmere and Observatory shopping centres on behalf of Abu Dhabi Investment Authority have yet to announce their redevelopment plans. However, as stipulated in the *Issues and Options Document, 16 January – 27 February 2017*, it is believed that this major investment will transform the centres into a residential, retail and leisure destination which could attract people from further afield and restore Slough's role as a sub regional centre.

- 5.7 How will the Council ensure that contractors follow guidelines – Slough Borough Council has the Contract Procedure Rules which provide the framework for the procuring of goods and services for the Council. All contracts are awarded in accordance with all relevant United Kingdom and European legislation including best value and European procurement legislation. The Council's Procurement Operating Procedures provide for increased assurance and new practice guidance to Council officers who procure goods, services and works. These Procedures provide advice and guidance to service areas to promote consistent procurement standards of practice and compliance with the Council's constitution and Public Procurement Regulations.

- 5.8 An evening and night time economy – The town centre visitor satisfaction survey found that 59% of respondents said they don't visit Slough town centre in the evening; 69% of respondents stated a safe and secure town centre would encourage them to use Slough town centre in the evening; and 94% would not recommend Slough town centre as an evening destination.

Our ambition for an evening and night time economy is for Slough town centre to offer a more diverse range of activity which could include arts & culture, leisure, food & dining, education and events. The Purple Flag programme has been identified as the possible solution to developing an evening and night time economy. Purple Flag is the international accreditation scheme and "gold standard" for town centres in the evening and at night. Places that reach the standards can fly the flag, to the benefit of their image, local perceptions and their local economies. A Kickstart Workshop, an introduction to the Purple Flag programme is planned for 2017 to start the journey in applying for the accreditation.

- 5.9 A Business Improvement District (BID) for the town centre – While the significant development of regeneration and infrastructure projects are progressing in the centre of Slough, it is advised that greater focus should also be given to the High Street. Consequently the development and delivery of a BID could be a possible solution to meeting the needs and requirements of residents, workers, shoppers and visitors. A BID is a recognised model for engaging with stakeholders, particularly businesses. A BID should be developed by the local business community for the benefit of the businesses, whilst benefiting the rest of the community within the area. It is established through a ballot of all those that will be required to pay a levy. This ballot follows a thorough research and consultation phase that focuses on the needs and requirements of the potential contributors within that location and, if successful, a BID levy becomes mandatory for a period of up to five years. A BID invests in its local area by delivering projects and services against an agreed business plan that is designed to provide benefits to those who pay first and foremost whilst contributing to the wider community. A BID operates as a partnership vehicle accountable to its contributors.

An expert placemaking consultancy will need to be appointed in order to carry out a scoping exercise and feasibility study. These activities will determine the viability of a BID for Slough town centre. If viable, a BID proposal will be produced followed by the development and implementation stages. Discussions have been initiated with a regeneration consultancy that has demonstrable experience in successfully managing BIDs across the country. It is envisaged the scoping exercise will be undertaken in 2017.

- 5.10 The Curve's impact on the town centre – Anecdotal evidence shows that the town centre has seen an increase in footfall since the opening of The Curve in September 2016 although there is no data to confirm this increment. The public events held in conjunction with HOME Slough and The Curve have also contributed to this positive change. Retailers such as Greggs in McKenzie Street have reported an increase in sales. There are plans for retailers to work with The Curve in order to design special offers with a view to promoting their brand and attract more customers.

6. **Comments of Other Committees**

None.

7. **Conclusion**

This report has highlighted the town centre management actions taken since the creation of Slough Town Centre Partnership and lists future plans which will help to change the image and perceptions of the area. This report also seeks the support of the committee in exploring a Business Improvement District for Slough Town Centre.

8. **Appendices Attached**

'A' Town Centre Impact on The Curve

9. **Background Papers**

- 1 Slough Town Centre Partnership Terms of Reference
- 2 Review of the Local Plan for Slough, Issues and Options Consultation Document, 16 January – 27 February 2017

Town Centre Impact on The Curve:

Performance Indicators for The Curve are collected quarterly. Currently, these include outputs for Library, Learning and Curve Development and the data is available for four months to the end of December 2016, covering the first four months.

The headline figures for Q3 year on year comparison (2015 and 2016) are as follows:

- Recorded Library visits are up by 63% to 89,080
- Issues have increased by 15% to 50,450
- Active borrowers have increased by 30% to 11,284

The Curve launched its own website in October (www.thecurveslough.com). Combined reach through Library Twitter and Facebook and The Curve Twitter and Facebook is increasing month on month, with total Facebook impressions reaching 185,700 and Twitter 148,200. 'Impressions' refers to the number of times our messages are added to someone's Twitter timeline or Facebook feed.

There have been 237 events hosted at The Curve with a total attendance of 6735. This does not include external hirers. The Curve hosted its first pantomime 'Sleeping Beauty' from 20 December to 28 December with 12 performances. Ticket sales = 1385, equivalent to 55% across the run. Busiest days were matinees on 27 Dec and 28 Dec with nearly sold-out shows.

Really positive feedback received from members of the public – anecdotally as they left the performance; through social media and direct email back to us. A partnership with Slough Children's Trust enabled over 180 young children and their families to be invited on the first evening as a special event for foster families at a fully subsidised rate. Plans are presently being discussed to programme pantomime for December 2017 and extend the run to enable school visits.

Gallery @The Curve is now regularly hosting exhibitions. In February, Alexander Sádlo, a Czech born artist who has lived in Slough for over 30 years, exhibited a retrospective of his work. A private view evening was hosted on his behalf by the Czech Ambassador to the UK, His Excellence Libor Sečka.

Both Employment and Learning report increasing engagement with the public through courses and advice sessions - the town centre location attracting many more enquirers across the services, including for 1 to 1 appointments and for job clubs. The ripple effect means that all the library venues where sessions are delivered through signposting, and in particular at The Curve, are busier. Employability workshops at The Curve are also well attended.

Creative People and Places – HOME Slough, is an Arts Council 3-year investment programme that develops arts and culture in Slough. A number of activities were provided during the autumn in the town centre, culminating in the Spark festival before Christmas that illuminated the town centre - processing through the High Street and including over 100 community participants. This is just one of a growing number of events that The Curve is hosting as part of the Creative People and Places – HOME Slough.

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 9 March 2017

CONTACT OFFICER: Simon Hall - Interim Economic Growth and Enterprise Manager
(For all Enquiries) 07801466679

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

ECONOMIC GROWTH UPDATE

1. **Purpose of Report**

This report identifies the progress made by Slough in meeting the ambitions set out in its Economic Growth Strategy and to identify how through its rewrite it will ensure residents will benefit from the activity in the future.

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

The Committee is requested to:

- a) Note the progress made to date in delivering the priority in the economic growth strategy
- b) Note the intention to rewrite the economic growth strategy and to comment on Scrutiny's future involvement in its development.

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

The Slough Joint Wellbeing Strategy (SJWS) is the document that details the priorities agreed for Slough with partner organisations. The SJWS has been developed using a comprehensive evidence base that includes the Joint Strategic Needs Assessment (JSNA).

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

The activities listed in this report address and link to the Slough Joint Wellbeing Strategy (SJWS) priorities below.

Priorities:

- 1. Protecting vulnerable children
- 2. Increasing life expectancy by focusing on inequalities
- 3. Improving mental health and wellbeing
- 4. Housing

3b. **Five Year Plan Outcomes**

The actions highlighted in the report will help deliver outcome 5 of the 2017-2021 Five Year Plan - Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents (Outcome 5).

However it is important to understand that the economic growth activities also help deliver other outcomes such as:

- Our children and young people will have the best start in life and opportunities to give them positive lives (Outcome 1)
- Slough will be an attractive place where people choose to live, work and visit (Outcome 3)
-

The local actions taken will help to ensure residents will benefit from the economic growth taking place in Slough taking on board the vision to **‘Grow a place of ambition and opportunity’**

4. **Other Implications**

(a) Financial

There are no direct financial implications. Any implications arising from the refresh of the strategy will be reported to the Cabinet as part of the adoption process.

(b) Risk Management

Risk/Threat/Opportunity	Mitigation(s)	Recommendation
No risks identified.		

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act and legal implications identified.

(d) Equalities Impact Assessment

It is not necessary to undertake an Equalities Impact Assessment at this stage. However should any actions require an assessment, this exercise will be carried out when necessary according to Slough Borough Council’s rules and guidelines.

5. **Supporting Information**

5.1 Slough is entering a time of opportunity. The wider context is giving us a real sense of confidence both in our ambition and the opportunities it presents. With the government selecting Heathrow as its preferred option for airport expansion, Town Centre investment through ADIA, our improving infrastructure both in transport as well as homes, schools and leisure offer all nearing completion, it is a positive picture.

5.2 There remain a few areas to ensure we maximise the benefit for our residents business and communities but it might be worth reflecting on our work so far. The recent Centre for Cities report 2017 highlights a number of areas we should rightly be proud of;

- The best 5GCSE results in the country
- 2nd highest GVA outside London
- 3rd highest business start up in the country
- Improving leisure facilities such as Arbour Park
- Delivering improvements to a number of schools

- Building 2 new hotels
 - Securing £500m investment into the Town Centre
- 5.3 Some of our successes are also demonstrated through the effectiveness of our partnerships e.g. our youth services, pre employability courses, adult and community learning, job brokerage and many others. The partnerships we have are many and varied being both formal and informal large and small.
- 5.4 One example is our Strategic Skills and Employment Group led by our Head of Learning & Community Services which includes East Berkshire College, JCP, SUR, and Heathrow, Local School representatives, Aspire and the voluntary sector. This partnership is focused on ensuring Slough and in particular its residents have access to develop the right skills and opportunities
- 5.5 Partners cannot fail to be impressed with the scale and impact of these achievements however the challenge is for us is ensuring all our residents benefit from these achievements and no one gets left behind.

Challenges

- 5.6 We are aware from the NOMIS data that highlights for us whilst we have relatively low unemployment running at 9.3% the majority of these people are on Employment Support Assistance (ESA). However, our residents who are employed are significantly over represented in lower skilled roles and underrepresented in professional roles. This means in cash terms weekly pay for a Slough resident on average is £58 less than the rest of the South East.
- 5.7 We are also mindful that there are other challenges in ensuring we are able to support and retain our existing business both large and small. Key amongst these are the outcome of Brexit, the prospect of the Elizabeth Line (Crossrail) and its improving access to east London and the expansion of Heathrow and other transport links on Slough and its communities.

Opportunities

- 5.8 We are just in the process of revisiting our current Economic Growth and Enterprise Strategy (which was agreed in 2014) in recognition of the changing circumstances set out above. We have reasons to be positive. However, we need to ensure we have a clear plan of action in approaching this task. As part of the 5 Year Plan we have recognized the following as headline objectives to delivering our outcomes:
- Creating the Slough story
 - Delivering high quality skills and training
 - Providing excellent infrastructure
 - A clear local plan
 - Attracting new investment
 - Retain and growing existing business
 - Delivering creativity and innovation

- 5.9 We are now looking to create a timeline for the process of developing the strategy Part of that process will be to create a number of groups including an overarching steering group made up of various stakeholders representing all sectors and markets. There will be a need to use existing groups as reference groups e.g. the existing Strategic Skills and Employment Group as well as existing documents such as the Local Plan.

The proposed process is as follows

Phase 1	Definition / objective of strategy Develop a 'Theory of change' model Engagement with partners	
	How have we done against our past targets	End of March
Phase 2	What do we want to do and how	End of April
Phase 3	How do we know we're doing it right targets/ Performance	End of June
Phase 4	Review progress to date – gap analysis	End of Sept
Phase 5	Consult with wider stakeholder group	End of Oct.
Phase 6	Launch strategy	October/November

The Overview and Scrutiny Committee is asked whether, and if so how, it would want to be involved in the refresh of the strategy.

6. **Comments of Other Committees**

None.

7. **Conclusion**

This report has highlighted through a snapshot of activities of the progress made by with the economic growth strategy. It seeks to identify the key actions needed to address as part of the rewrite of the economic growth strategy. It also welcomes comments on the future involvement by scrutiny in its development

8. **Appendices Attached**

None.

9. **Background Papers**

None.

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 9th March 2017

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

WARDS: All

PART I
FOR CONSIDERATION & COMMENT

OVERVIEW AND SCRUTINY COMMITTEE – 2016/17 WORK PROGRAMME

1. **Purpose of Report**

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

2. **Recommendations/Proposed Action**

2.1 That the Committee:

- a) identify the major issues it would like to cover in the 2016/17 municipal year;
- b) agree, where possible, timing for specific agenda items during the 2016/17 municipal year; and
- c) 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 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.
- Our residents will have access to good quality homes.
- Our people will become healthier and will manage their own health, care and support needs.
- Our children and young people will have the best start in life and opportunities to give them positive lives

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 13 April 2017
<ul style="list-style-type: none">• Policing – Police and Crime Commissioner• Performance and Financial Management – Q3• Review of council's Public Liability / Insurance Services• Communications – LGA Peer Review• 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)
- Slough Urban Renewal (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	P* (until 8.20pm)		
Coad (Committee Member until 8/8/16)	P	P								
N.Holledge	P	P	P	P	P	P* (until 8.20pm)	P* (until 7.55pm)	P		
Nazir	P	P	P	P	P	P	P	P		
Parmar	Ap	Ab	P	P* (from 6.42pm)	P	Ap	P	P		
Sadiq	P	P	P* (from 6.44pm)	P	P* (until 8.20pm)	P	P	A		
A.Sandhu	P	P	Ap	P	P	P	P	P		
R.Sandhu	Ap	P	P	P	Ab	P	P	P		
Strutton	P	P	P	Ap	P	P	P	P		
Usmani (Appointed to Committee from 8/8/16)			Ap	P	P* (until 9.20pm)	P	P* (until 8.23pm)	P		

P = Present for whole meeting
Ap = Apologies given

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

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