

Date of issue: Wednesday, 5 April 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, 13TH APRIL, 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: (for all enquiries)</b>	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

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
--------------------	---------------------	-------------	-------------

**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**

**PAGE**

**WARD**

*The Chair will ask Members to confirm that they do not have a declarable interest.*

*All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.*

- |    |  |       |     |
|----|--|-------|-----|
| 2. | Minutes of the Last Meeting held on 9th March 2017 | 1 - 6 | -   |
| 3. | Action Progress Report                             | 7 - 8 | All |

**SCRUTINY ISSUES**

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

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

- |     |   |           |     |
|-----|---|-----------|-----|
| 5.  | Presentation: Policing Strategy In Slough - Office of the Police and Crime Commissioner | -         | All |
| 6.  | Local Government Association Communications Peer Challenge                              | 9 - 36    | All |
| 7.  | Performance and Projects Report Quarter 3 2016/17                                       | 37 - 48   | All |
| 8.  | Financial Update Month 11 2016/17   | To Follow | All |
| 9.  | Review of the Council's Insurance Function  | 49 - 60   | All |
| 10. | Annual Scrutiny Report 2016/17  | 61 - 86   | All |
| 11. | Annual Petitions Report 2016/17   | 87 - 104  | All |

**AGENDA**  
**ITEM**

**REPORT TITLE**

**PAGE**

**WARD**

**MATTERS FOR INFORMATION**

12.	Attendance Record	105 - 106	All
13.	Date of Next Meeting - 13th June 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.

The Council allows the filming, recording and photographing at its meetings that are open to the public. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

This page is intentionally left blank

**Overview & Scrutiny Committee – Meeting held on Thursday, 9th March, 2017.**

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

**Also present under Rule 30:-** Councillor Munawar

**PART I**

**67. Declarations of Interest**

None were received.

**68. Minutes of the Last Meeting held on 2 February 2017**

**Resolved** – That the minutes of the meeting held on 2<sup>nd</sup> February 2017 be approved as a correct record.

**69. Action Progress Report**

Following the Committee's concerns at the previous meeting, regarding the proposed increase in fees for Public Graves for Adults by 20% and the 10% increase for Stillborn to Age 17; Members were informed that at its meeting on 6<sup>th</sup> February, Cabinet agreed that that a specific ringfenced reserve be set aside for this purpose.

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

**70. Member Questions**

None received.

**71. Town Centre Management Update**

The Town Centre Manager provided the Committee with an update on town centre activities and Slough Town Centre Partnership's vision for the future of the town centre. It was outlined that the Partnership, which comprised of members of the public, private, voluntary and community sectors had been instrumental in obtaining business views and sharing information on regeneration activities underway in Slough town. The focus of the Partnership was 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 linked 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 had been devised.

Members were informed that a town centre visitor satisfaction survey, undertaken in 2016, evaluated visitors' views and perceptions of the town centre as well as identifying their needs and requirements. 65% of the respondents had indicated that improvements to the general appearance

## Overview & Scrutiny Committee - 09.03.17

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 number of Members asked whether the Town Centre Manager had explored the possibility of hosting a variety of alternative events, such as a Farmers Market or Arts and Crafts stalls, in an attempt to increase the number of visitors to the High Street. It was noted that a successful events programme, hosted by a range of stakeholders in collaboration with the Council, was delivered between April 2016 and February 2017 and it was envisaged that further activities would be delivered later in 2017.

Anecdotal evidence had shown that the town centre has seen an increase in footfall since the opening of The Curve in September 2016. However, this was queried and a Member requested that footfall activity statistics be provided relating to visitors at the previous library site, for two years prior to the opening of the Curve, which would allow a meaningful comparison to be made. Concerns regarding anti-social behaviour at the Curve and disability access to facilities at the venue were raised. It was agreed that these matters would be raised with the management at the Curve.

Following the recent announcement that Abu Dhabi Investment Authority had acquired The Queensmere and Observatory shopping centres, details of the redevelopment plans were still awaited at this stage. It was anticipated however that this major investment would transform the centre into a residential, retail and leisure destination which could attract people from further afield and restore Slough's role as a sub regional centre. Members sought assurances that the planned investment would be forthcoming and requested an indicative timetable be provided regarding development. The Town Centre Manager informed Members that it was anticipated that a planning application was likely to be submitted in mid 2018.

It was brought to Members attention that whilst there was significant development of regeneration and infrastructure projects progressing in the centre of Slough, it was advised that greater focus should also be given to the High Street. Consequently, the development and delivery of a Business Improvement District (BID) was raised as a possible solution to meeting the needs and requirements of residents, workers, shoppers and visitors. Members were informed that a BID was a recognised model for engaging with stakeholders, particularly businesses and would be developed by the local business community for the benefit of the businesses, whilst also benefiting the rest of the community within the area.

Following a Member query, the Committee were informed that a BID was established through a ballot of all those businesses involved, who were required to pay a levy. This ballot would follow a thorough research and consultation phase which would focus on the needs and requirements of the potential contributors within that location and, if successful, a BID levy would become mandatory for a period of up to five years. A BID would then invest in its local area by delivering projects and services against an agreed

## **Overview & Scrutiny Committee - 09.03.17**

business plan that would be designed to provide benefits to those who pay first and foremost whilst contributing to the wider community.

The Town Centre Manager explained that an expert placemaking consultancy would need to be appointed in order to carry out a scoping exercise and feasibility study, and if viable, a BID proposal will be produced followed by the development and implementation stages. It was envisaged the scoping exercise would be undertaken in late 2017, should Member approval be given to the BID proposal.

A range of issues were raised in the ensuing discussion regarding the evening and night time economy. It was noted that the town centre visitor satisfaction survey found that 59% of respondents said they did not 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. In order to address these points the Purple Flag programme had been identified as the possible solution to developing an evening and night time economy. It was explained that Purple Flag was the international accreditation scheme and “gold standard” for town centres in the evening and at night. Places that were accredited with this status could 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 was planned for later in 2017 to start the journey in applying for the accreditation. Members requested that further information be provided, including financial costs of implementing the programme and criteria applied to assess accreditation. In addition, information relating other local authorities who had achieved Purple Flag Status would be useful. It was agreed that the information would be circulated to the Committee.

### **Resolved –**

- a) That the progress made to date in delivering the priority actions for town centre improvements be noted.
- b) That Cabinet be recommended to support the exploration of a Business Improvement District for Slough as the best possible solution for revitalising Slough Town Centre.

## **72. Economic Growth Update**

The Interim Economic and Growth Enterprise Manager provided the Committee with an update on progress made in meeting the ambitions set out in the Economic Growth Strategy. The Committee were informed that Slough was entering a time of opportunity with the government selecting Heathrow as its preferred option for airport expansion, town centre investment through Abu Dhabi Investment Authority, improving infrastructure both in transport as well as homes, schools and leisure.

## Overview & Scrutiny Committee - 09.03.17

Members were informed that the recent Centre for Cities report 2017 had highlighted a number of positive areas, which included:

- 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

It was noted that some of the successes were demonstrated through the effectiveness of the Council's partnerships e.g youth services, pre employability courses, adult and community learning, job brokerage and many others.

Challenges facing the Borough were raised in the ensuing discussion, including ensuring people who lived in the Borough were equipped with the skill set to enable them to achieve employment. It was outlined that whilst the Borough had a relatively low unemployment at 9.3%, residents who were employed were significantly over represented in lower skilled roles and under represented in professional roles. The Strategic Skills and Employment Group was focused on ensuring Slough and in particular its residents had access to develop the right skills and opportunities. A Member asked whether the Council engaged with businesses to maximise apprenticeship opportunities for young people and was informed that this was stipulated as part of the contractual agreement with those companies the Council had a formal partnership with ie arvato. The matter would be explored further with regard to private businesses, such as Mars, O2 taking on apprenticeships.

The importance of ensuring that existing businesses, both small and large, were supported was highlighted as a key factor in the continuing economic growth of the Borough. Potential factors that could affect this included the outcome of Brexit, the prospect of Crossrail and its improving access to east London and the expansion of Heathrow. It was noted that dialogue was ongoing with a number of companies and the trading estate's regional manager. It was brought to Members attention that although Slough had the third highest start up for businesses in the country, many did not succeed. To address this, events had also taken place to provide information and support to small businesses, which included the Enterprise Cube at the Curve, which was a twelve week programme providing professional services and coaching to small/medium size businesses who had recently established in the area. Responding to concerns regarding the potential environmental impacts of Heathrow expansion, the Committee were informed that the matter was due to be considered at the Neighbourhoods and Community Services Scrutiny Panel scheduled for 26 June 2017. A Member raised whether the expansion of Heathrow would benefit local residents in terms of employment opportunities. It was highlighted that Heathrow had established a jobs Academy and residents were able to apply to vacancies through this.



## **Overview & Scrutiny Committee - 09.03.17**

The Committee were informed that the current Economic Growth and Enterprise Strategy, which was agreed in 2014, was currently being refreshed in recognition of the changing circumstances as set out above. As part of the Five Year Plan the following objectives had been identified to delivering the Council's 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

The proposed process for developing the strategy was outlined and it was agreed that the Committee would review the strategy in early/mid October 2017, prior to its launch in November 2017.

### **Resolved –**

- a) That the progress made in delivering the priority in the Economic Growth Strategy be noted.
- b) That the intention to rewrite the Economic Growth Strategy be noted.
- c) That the Committee receive an update on the re-write of the Economic Strategy prior to its launch in November 2017.

## **73. Forward Work Programme**

**Resolved –** That details of the Work Programme be noted and the following items be scheduled to the Committee's 2017/18 Work Programme -

- Sale of Vehicles on the public highway: explore the possibility of the implementation of by-laws to address the issue.
- Digitalisation Programme & HR (Scrutiny of Performance and Management including staffing, temporary agency staff, sickness absence).
- Economic Growth Strategy Update – September/October 2017.

## **74. Members Attendance Record 2016/17**

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

## **75. Date of Next Meeting**

The date of the next meeting was confirmed as 13<sup>th</sup> April 2017.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.14 pm)

This page is intentionally left blank

**Action Progress Report Overview and Scrutiny Committee**

**12<sup>th</sup> January 2017**

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

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

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

**9<sup>th</sup> March 2017**

<b>Minute:</b>	<b>Action:</b>	<b>For:</b>	<b>Report Back To: Date:</b>
71	Anecdotal evidence had shown that the town centre has seen an increase in footfall since the opening of The Curve in September 2016. However, this was queried and a Member requested that footfall activity statistics be provided relating to visitors at the previous library site, for two years prior to the opening of the Curve, which would allow a meaningful comparison to be made.	Town Centre Manager	OSC As appropriate

71	Information relating other local authorities who had achieved Purple Flag Status would be useful. It was agreed that the information would be circulated to the Committee.	Town Centre Manager	OSC 13 <sup>th</sup> April 2017
71	<b>Resolved -</b> That Cabinet be recommended to support the exploration of a Business Improvement District for Slough as the best possible solution for revitalising Slough Town Centre.	Cabinet	Cabinet 18 <sup>th</sup> April 2017

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny

**DATE:** 13<sup>th</sup> April 2017

**CONTACT OFFICER:** Tracy Luck, Assistant Director, Strategy and Engagement  
**(For all Enquiries)** (01753) 875518

**WARD(S):** All

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

**LOCAL GOVERNMENT ASSOCIATION COMMUNICATIONS PEER CHALLENGE**

1. **Purpose of Report**

To consider the recommendations of the Local Government Association's (LGA's) Communications Peer Challenge and the council's response to those recommendations.

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

The Committee is requested to note the report and comment on the response to the LGA's recommendations.

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

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

The council's communications function should help to explain and promote of all of the SJWS's priorities:

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 council's communications function should help to explain and promote of all of the Five Year Plan's outcomes, particularly via development of a strategic narrative, which describes slough's ambitions and plans:

- Our children and young people will have the best start in life and opportunities to give them positive lives.
- Our people will become healthier and will manage their own health, care and support needs.
- Slough will be an attractive place where people choose to live, work and visit.
- Our residents will have access to good quality homes.

- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.

#### 4. **Other Implications**

##### (a) Financial

There are no financial implications of proposed action; all proposed changes can be met within existing budgets.

##### (b) Risk Management

There are no identified risks.

##### (c) Human Rights Act and Other Legal

There are no Human Rights Act Implications.

##### (d) Equalities Impact Assessment

An EIA is not required.

#### 5. **Supporting Information**

5.1 As part of the LGA's support to local authorities they carry out a number of peer challenges. These include corporate challenges about the way the council operates as a whole, financial (Slough Borough Council had one of these in 2015) and communications. It was agreed to participate in a communications peer challenge and this was undertaken in November 2016. The review team included an elected Member from a London Borough and experienced communications officers from two large local authorities and LGA communications staff.

5.2 The challenge consisted of:

- An in-depth review of the communications function (including communications links to corporate priorities, corporate narrative, media relations, proactive campaigns, communications with key partners, internal communications and digital communications)
- An in-depth review of our communications strategy and advice on developing an authentic corporate narrative
- A detailed onsite assessment (over three days) of current communications activity, capability and capacity
- A feedback session, a set of recommendations/quick wins to help tackle key issues and a formal report.

5.3 The LGA's report is attached as Appendix 'A'. It is recommended by the LGA that the report is made public by reporting to a Council committee. The report includes a number of recommendations and suggestions as to short, medium and longer term actions. An action plan has been developed in response and is attached as Appendix 'B'. Members will note that the report acknowledges much good work, particularly around our day to day operation and in responding to emergency/crisis situations. However, the report notes that the Council has

lacked a strategic approach to communications, to explain the Council's ambition and direction and the need to plan campaigns around this direction.

- 5.4 As part of the Council's response to the recommendations, the Council has employed John Seekings, an experienced senior communications manager, to provide consultancy support on strategic communications and public relations, on a temporary basis.
- 5.5 The Committee is asked to consider the report and make any suggestions as to additional action.

6. **Comments of Other Committees**

No other committees have been consulted.

7. **Conclusion**

The report provides an opportunity for the Committee to comment on the LGA's review of Council communications.

8. **Appendices Attached**

'A' LGA's Communications Peer Challenge Report

'B' Action Plan in response to the report's recommendations

9. **Background Papers**

None other than previously published reports.

This page is intentionally left blank



# Communications peer review

## **Slough Borough Council**

23<sup>rd</sup> – 25<sup>th</sup> November 2016

# 1. Background and scope of the peer challenge

On behalf of the team, I would like to say what a pleasure and privilege it was to be invited in to Slough to deliver the recent communications peer review and to thank all of those involved in the review. The team very much appreciated the participation of elected members, staff and partners as well as the support provided by colleagues whilst onsite.

Peer review forms part of sector led improvement and is delivered by experienced elected members and officer peers

# 2. The team

The peers who delivered the peer challenge for Slough Borough Council were:

Fran Collingham, recently Assistant Director – Communications, Coventry City Council
Councillor Jonathan McShane, Cabinet member, LB Hackney
Deborah Harries, Head of Public Affairs, Birmingham City Council
Matt Nicholls, Head of Local Government Communications Support, Local Government Association
Victoria Daly, Campaigns Manager, Local Government Association
Clare Hudson, Peer Challenge Manager, Local Government Association

It is important to stress that this was not an inspection. Peer reviews are improvement-orientated and tailored to meet individual councils’ needs. They are designed to complement and add value to a council’s own performance and improvement focus. The peers used their experience and knowledge to reflect on the evidence presented to them by the people they met, the things they saw and material they read in advance of, and during the review.

# 3. The process

As you will recall, we undertook to write to you to confirm the team’s findings, building on the feedback provided to you on the final day of the review and, in particular, expanding upon those areas that we highlighted as likely to benefit from some further attention. This report sets out those findings and includes some approaches that we have identified from other councils that we feel might have specific interest for Slough.

The team spent a significant amount of time beforehand reading background materials provided to them in advance and spent three days onsite with the council, which involved a series of interviews, meetings and workshops. We had a number of discussions with a range of elected members, both Cabinet and non-Cabinet members, and councillors from

the administration and the opposition. We also spoke to a range of staff, both senior and operational, partners and local media. This follows on from some communications advice provided to the council earlier in 2016.

Our feedback, set out below, is based on what we have observed, heard and read and has been triangulated to ensure issues have been corroborated.

## 4. Scope of the review

The scope of the review, agreed by the council, covered the following specific questions:

- What is the overall communications strategy for the council and for the town, and how effective is it?
- How effective is the delivery of this strategy and the overall communications function?
- Recommendations for the future delivery of communications at Slough

## 5. Executive summary

Slough Borough Council has a population of around 145,000 people and is the most diverse borough in the South East outside of London. The borough has a relatively small boundary of 125 square miles, and faces approximately 40,000 people entering the borough for work on a daily basis who are heavily impacted by the council's work but are not residents. The Council had a change of leadership in June 2016 with a new Leader, Deputy Leader and Cabinet, many of whom are in a cabinet leadership role for the first time.

The council faces local media scrutiny from local print and online media, local radio and notable high profile national coverage on major issues such as immigration, community cohesion, housing and transport. This is partly a consequence of its highly diverse community but also a measure of the willingness of the council to facilitate media coverage both singularly and with partners.

We found a council that is ambitious for its community and partners and wants to deliver better outcomes for both. Like all councils, Slough must address significant budget cuts and is currently looking for opportunities to identify further savings. Alongside this the council continues to attract inward investment into the town as well as seeking out further opportunities to generate income directly to the council and into the broader local economy.

The council has faced particular challenges in its children's services, which were moved into a children's trust in October 2015. The council is now working closely with colleagues in the Slough Children's Trust to ensure that the improvement journey for Slough's children's services is clearly articulated and shared with the community.

The council was also keen to convey that it faces two key communications challenges; firstly **successfully managing the reputation of the council and its services** and secondly **improving the reputation of the town** – which has regularly been criticised in

the national media. In the view of the council overcoming this second challenge is critical to delivering on its vision for the future of Slough as an area of major growth and opportunity.

Communications is delivered largely through a corporate communications function located in the corporate core of the council. There is a strong emphasis on a centralised command and control approach to communications which tends to focus on traditional broadcast channels to communicate key operational messages. Throughout our discussions it was clear that the communications outputs were broadly appreciated by the council's partners but there was an overwhelming sense from partners, and many staff, that the council should move towards a more strategic, and less reactionary, approach to communications which focuses on outcomes, rather than outputs, to deliver a positive and exciting story shared by partners about Slough and its future.

This is reflected in our key recommendation – which we expand on in section 7 - that the Council should:

**Key Recommendation:**

**Clearly articulate, share and sell the vision for Slough**

In the following sections we provide our reflections on current strategy and approach and, further in the report, a broad set of recommendations for the future delivery of communications.

## **6. The Council's overall communications strategy for the council and for the town and its effectiveness**

The Council's communications team has a varied set of skills and approaches. The team is able to design and deliver appropriate marketing material for key events. **Crisis communications** works well, and was praised by the partners that we spoke to. The team is adept at working with councillors, colleagues and partners to develop a timely response to emerging issues. Emergency planning responses were particularly praised. The team uses a variety of channels to deliver its message including social media, media releases and comments and interviews with local media outlets and beyond. The channels adopted focus on the core elements of a traditional communications service which broadly seem to work well. In devoting the core of its communications capacity to this traditional press office approach the Council has not developed a sufficiently strategic approach to communications and is thus missing the opportunity to manage communications about the council and the town more proactively and positively.

The Council enjoys a solid relationship with the **local media** with local journalists regularly going to the council for comment and reaction to stories about key developments, such as the opening of The Curve, the council's new library and cultural centre. The council's media responses are regarded as credible and helpful, and people know where to go to find information. When facing negative coverage the council is usually quick to respond.

The **Communications team's role** is understood by most, but not all, within the council however it is not always clear who, within the team, leads on particular issues and therefore who colleagues should approach to co-design communications activities. Whilst communications sits in the corporate core of the council it is clear that communications colleagues are not always involved in key meetings and the development of strategy. We would suggest this is a consequence of the focus of the communications team on reactive low level activity resulting in the rest of the organisation not perceiving communications as fundamental to developing future strategy. In our opinion there may well be untapped resource within the communications team that is not realising it's potential because of the focus on reactive activities and a tendency to be 'overtaken by the day job'. Currently communications is seen as effective when something goes wrong, or an issue needs a reaction, but not when a new initiative or policy is being developed.

**Social media** is now a central channel for any modern approach to communications and the council makes use of a range of tools such as Facebook, Twitter and Streetlife. The corporate communications team have put measures in place to control of the council's social media outputs. We would question whether this desire to retain such a centralised control is allowing the council to achieve its maximum impact. We also came across many colleagues who were using elements of social media to reach their clients and audiences but were doing so 'under the radar' and without the overt support of the corporate communications team. The council should consider adopting a more facilitating approach to the use of social media, working with key colleagues in the organisation to train and enable them to use social media in a productive way. This would free up resource in the communications team and enable colleagues in service areas to gain a better understanding of how they can effectively use social media to engage with residents and the community. Social media is not currently being used to its best effect because of the difficulties in using video and images with the current IT setup.

#### **Leeds – using customer service centre to improve communications**

Leeds City Council aimed to increase customer satisfaction and engagement with Leeds' digital customer service, reducing telephone, email and face-to-face contact for enquiries where it isn't needed. They used data to analyse peaks in the contact centre and planned active communications around, using customer service advisers to pre-empt phone calls by posting on social media.

<http://www.local.gov.uk/documents/10180/8008856/social+media+case+study+template+Leeds+City+Council.pdf/543daf13-50b9-4822-9b8d-b9981d646908>

The LGA has a digital councils toolkit including developing social media strategies and maximising their impact:

<http://www.local.gov.uk/digital-councils>

#### **Internal communications**

The council is aware of the value and impact of good **internal communications** and there is a refreshed focus on **employee engagement**. Internal communications channels are considered by staff to be broadly solid and consistent. Staff know where to go for information and feel that internal communications tools are regular and honest. Internal communications is most effective in Slough where it is closely aligned to external messaging, and we heard several examples of this being the case. However, this is not managed consistently and this issue is something that senior colleagues are conscious of.

The council should continue to embed its approach to internal communications and ensure that staff and partners have a strong understanding of the council's ambitions, centred on the corporate plan.

Colleagues value the change in tone of communications from the political leadership in recent months, including efforts to 'walk the floor' and more visibility from leading members. This has helped to harness the clear energy in the organisation. The council should continue to invest in internal communications, including devoting more effort to evaluating its impact and understanding how staff want to receive communications from the council. It's clear that many council staff are keen and eager to act as advocates for the council and the work it does, but want a clear vision and better understanding of council initiatives and policies in order to share this with family, friends and Slough residents. We provide more detailed suggestions on this in our recommendations.

### **Articulating the vision for Slough**

As the regular focus of negative national media attention the council is highly conscious of the reputation of the town. The communications team undertakes significant effort to promote positive events and achievements within the town to try to mitigate this, often with key partners. There is a refreshed appetite within senior officers and leaders to seek to improve the town's reputation. The window of opportunity to do so is currently open as a result of recent announcements about investment in the town centre and the future plans for nearby Heathrow airport expansion.

For these highly credible ambitions to be realised the council must develop a greater clarity about the overall vision for Slough, as highlighted in our key recommendation. The council then needs to consider how to nuance the messages about that vision in order to engage more successfully with its different stakeholders. The council also needs to develop a more systematic and planned approach to engaging with its stakeholders, and evaluating the success of engagement. We will explore this more in section 7.

Luton has adopted a clear brand to attract inward investment, highlighting its connectivity and variety of sites for development. The brand '**Think Luton**' has created a range of enterprise clusters and promoted the brand internationally as well as regionally. <https://www.thinkluton.co.uk/>

The Britain's Ocean City place narrative and branding was introduced in September 2013, with the aim of presenting a consistent and compelling story about **Plymouth** to the rest of the world. <http://web.plymouth.gov.uk/britainsoceancity>

## **7. How effective is the delivery of this strategy and the overall communications function?**

### **Communications delivery**

The council uses tools such as Streetlife and Twitter to engage with residents alongside written material such as media releases and the council newspaper, 'The Citizen'. These channels are adopted to broadcast the council's messages and to gain feedback from residents and service users. Residents use social media tools to report missed bin collections, concerns with traffic works and other matters which in other councils tend to be

directed at, or diverted to, a customer service centre. Responding to these queries takes a significant amount of time and effort, much of which is undertaken by the communications team itself. The tone of these responses is sometimes too defensive and can detract from the council's ambition to promote a positive image of the town.

### **Community engagement**

The council has not invested in formal resident engagement led by the corporate centre in recent years. This is not to say that engagement is not happening, we heard about community forums, user groups and many other examples of good practice in understanding local communities. However this is not being effectively harnessed due to the lack of a corporate led approach to resident and partner engagement. Currently the council does not know how residents and partners want to be communicated with, because they are not asked directly and no resources are directed at analysing which channels have had the most outreach and been most effective. There are a variety of tools available, without significant cost, that can help to do this and we reflect on these in the recommendations section.

Effective community and partner engagement can be conducted using a variety of communications tools, briefings and face to face meetings led by councillors and staff. The council has a vibrant and energetic political leadership and workforce that is well placed to do this but the passion and enthusiasm for the work the council is doing is sometimes lost because the council has found itself on the back foot when major announcements are made. We would encourage the development of a more methodical approach to engagement developing the role of members, officers and partners as advocates for the council and its vision, with targeted communications for different audiences and more opportunities for the council to have honest and positive conversations with residents and partners through structured events and initiatives. We will expand on this in section 8.

The **London Borough of Hackney** has developed its Corporate Plan centred around the concept of 'A Place for Everyone', aiming to ensure that the borough is a great place to grow up, live, enjoy, succeed wherever you live in the borough.

<http://www.hackney.gov.uk/Assets/Documents/Hackney-A-Place-for-Everyone-Corporate-Plan.pdf>

### **Campaigns and marketing**

The team heard an almost universal message that Slough is vibrant, changing, and eager to maximise growth opportunities for the future. This message was not clear in the communications outputs that we saw. Whilst the communications team are adept at communicating operational matters (and reacting to media coverage of initiatives and issues) this more strategic message is not defined clearly enough, and not actively communicated. Too much of the team's time is devoted to reactive responses to the media and public comments rather than driving forward messages on agreed corporate priorities and as a consequence, they are lacking the vision and skills to deliver a more strategic communications function.

There are some instances of a more focused campaign style approach to communications and we saw some good examples of marketing work being developed, but these appear fragmented and lacking an overall strategy and approach to marketing the council and the town, and associated branding. The council has a good story to tell but is not adopting a

proactive campaign and marketing approach to tell it. As one colleague put it 'We do communications, but we don't do PR'.

The consistent focus on operational communications means that the impact of the activity that on positive stories and projects is not maximised, partly because audiences are not expecting it. Slough clearly has the energy and ambition to ensure that its ambition is widely shared, heard and understood in the community and with trade, local and national press. We suggest you now review and refocus your capacity, skills and activity to make this a reality.

With the council about embark on town centre regeneration there is an opportunity to put in place analytical tools to understand which communications tools and approaches will be most effective. A **perceptions survey** for residents and business would allow the council to establish a clear baseline of how the council is perceived and enable ongoing measurement of these perceptions, allowing communications activity to be targeted and evaluated. This will also allow a more flexible and pro-active approach, ensuring scarce resources are focused on the communications activity that delivers the best results. Once this is put in place senior officers should invest greater resources (particularly time and visibility) in evaluating results and gaining traction for any changes that need to be made.

#### **Coventry and Warwickshire Place Board**

Leading organisations, including Coventry City Council, Coventry University, Warwick University and Jaguar LandRover (which has its headquarters in the city) came together to form the Coventry and Warwickshire Place Board, and to develop a new place narrative in March 2012. The council also recognised that 'place shaping' was key for building confidence, boosting inward investment and giving partners a story to tell about their area. The narrative has been promoted through the introduction of the Coventry and Warwickshire Champions Scheme. The scheme unites businesses, organisations and individuals across the area to help advance Coventry and Warwickshire and raise its profile. <http://www.coventry-warwickshire.co.uk/champions/>

The LGA has a range of resources on **placed based branding**:

[http://www.local.gov.uk/communications-support/-/journal\\_content/56/10180/7877539? 56 INSTANCE 0000 templateId=ARTICLE](http://www.local.gov.uk/communications-support/-/journal_content/56/10180/7877539?_56_INSTANCE_0000_templateId=ARTICLE)

#### **Digital communications and infrastructure**

The delivery of internal and external communications is hampered by the council's IT infrastructure. The provision of mobile devices is limited and heavily restricted to certain colleagues and many staff expressed frustration with the inability of the current technology they were provided with to do an effective job. There are instances of colleagues not receiving the minimal amount of IT provision necessary to do the job well. This technology deficit means that the council is not able to develop and maximise its digital offer to residents or business, or allow its staff to design future service delivery around a stable and efficient digital infrastructure. There is an emerging digital transformation strategy, but it is neither widely understood, nor communicated.

The team were told that work on the digital transformation strategy should address some of these issues; an understanding of the communications needs across the organisation



(including the ability to access social media sites and use video and images to broadcast messages) will be vital in delivering an effective digital transformation strategy.

### **Distinct messages for distinct audiences**

One of our most striking impressions of the council during our visit was of an organisation full of energy and enthusiasm. This was most notable in service areas, which continue to face some of the council's biggest challenges. This energy was palpable in both officers and political leadership. There was an almost universal appreciation for the sense of refreshed enthusiasm that the new cabinet has provided and the subsequent change in tone and openness. The council must now capitalise on this and ensure that momentum is not lost in dealing with the day to day challenges of running a busy borough council.

In doing so the council needs to use evaluation and insight, grounded in analytical tools, to develop nuanced messages for the different elements of the community. Residents will need differently crafted messages and approaches to businesses and investors. Equally, communications with partners must adopt a tone that is appropriate and engaging. The council must be agile and flexible enough in its communications to develop different voices in its work while retaining a golden thread – the story for Slough – running consistently through all its communications.

## **8. Recommendations**

### **Key Recommendation:**

<b>Clearly articulate, share and sell the vision for Slough</b>
---

Taking the following measures to do this:

- Undertake a perceptions survey to find out how residents and partners view the council, how they access information about the council and its priorities and how they want to
- Develop a strategic communications strategy which tells the Slough story with honesty and passion – leading the council, community and partners in delivering the vision and priorities of the leadership
- Develop a stronger and wider sense of ownership of the strategy – political, officer and throughout service areas, alongside partners and key stakeholders
- Establish traction so that delivery does not slip – developing individual campaign plans that articulate the separate priority themes while telling the Slough story in a consistent way
- Focus on quality, proactive content and two-way communications rather than broadcast channels

Alongside our key recommendation we have set out below some 'quick wins' which, if implemented by the council, would make a big difference quickly and demonstrate to

members, staff and others that the council's leadership is responding quickly to the peer review findings

## **Recommendations – quick wins**

- Improve the visibility of SLT in internal communications – for instance introducing principles of 'listening leadership'; lunchtime Q&A sessions with senior leaders, presence of SLT at team meetings and awaydays.
- Adopt a more engaging tone on social media – be publicly helpful whilst focusing on proactive communications, not reactive responses. Ensure that all major announcements, policy changes, initiatives and issues are communicated on social media at the same time as the media are reporting the announcement, with links to background documents and context from the council to ensure that the council spends less time defending decisions on social media once the issue has been covered by traditional media.
- Develop with Cabinet and directorates annual campaigns plan for 17/18 linked to corporate plan. These could focus on monthly themes communicating outcomes and celebrating success on council priorities.
- Review the skills and capacity of the current communications team to understand if you are maximising the skills you do hold, and identify those that need more capacity
- Undertake an internal audit of currently available evaluation channels, such as media monitoring. From this develop a framework for monitoring, evaluating, and reporting internal and external activity and outcomes.
- Use the results of the recent staff survey to baseline and further develop the internal communications strategy – maintain and grow momentum, the current outputs are valued. Ensure that all internal communications activity is aligned to external communications (for instance, making sure all key new initiatives, policies and issues are communicated to staff at the same time as the media).
- Introduce a perceptions survey to find out how residents access information – and prefer to (the LGA can help with this).
- Continue to 'walk the floor' and be visible – staff really value it. Consider how to deepen this engagement, e.g. staff conference, Q&A for senior leaders – in person and online, videos on intranet, internal blogs.
- Focus on the importance of listening and encouraging two way conversations with staff, partners and residents through all communications activity to move away from a largely broadcast model of communications activity by introducing clear feedback mechanisms, including "you said, we did" initiatives internally and externally.
- Create an action plan led by a task and finish group consisting of senior councillors and officers that report back to the Employee Engagement Forum and other appropriate channels/forums.

The recommendations set out below could build on the quick wins and we believe could be delivered within the next 3-6 months.

### **Recommendations – short term**

- Clarify who does what within the communications team – allocating named communications leads for each of the core themes of the 5 Year Plan. This account manager approach will allow communications colleagues to maintain robust relationships with their lead member and director to develop a clear and strategic vision for communicating the council's priorities.
- Ensure senior communication attendance at key strategic officer and member meetings beyond attending for any specific items perceived as being communications issues. Strategic communications is usually most valuable when communications professionals can intervene or advise at an early stage on policy initiatives or issues.
- Refresh and strengthen social media policy, including providing training and ongoing support for staff in directorates so they can use social media in a positive way. Adopt best practice and provide a comprehensive set of guidelines for all staff and introduce basic guidance on using social media in an engaging and publicly helpful way. Training should be delivered on a rolling programme and regularly refreshed.
- Develop social media champions – both officers and councillors. Identify rising stars with strong social media skills and adopt a 'train the trainer' approach through an internal social media network.
- Use data and insight to target and focus engagement with all audiences, and evaluate what works. Consider using trusted tools such as e-bulletins and monitor their use.
- Create a more consistent and vibrant approach to branding – some promising activity is already underway, but this needs to be distilled into a simple, striking, brand allied to council priorities. Branding targeted towards business should have a clear relationship to the council.
- Celebrate success internally and externally using existing channels and identifying new ones. Slough has a great story to tell, consider identifying opportunities to get out there and tell including speaking at conferences, placing articles in trade, national and local press. Invite journalists in for briefings. Use the Annual Report and the Citizen to showcase success externally and internally use methods such as blogs, videos etc.

### **Recommendations – for councillors**

The councillors that we spoke to were clear in their ambition for Slough. We have developed the following recommendations that we feel will help councillors to work closely with the communications team to realise this ambition:

- Provide regular training opportunities for members on developing comprehensive communications and engagement skills (LGA can help with this).
- Consider how to brief out key cabinet decisions – brief the media under embargo and continue this on a regular basis so that stories appear in the media in a positive way rather than the council responding to or correcting media stories. Actively brief out 'bad' news as well as good to help mitigate negative impact. Prepare internal

communications messages to match this so staff do not hear news in the press first. Align communications to partners and stakeholders so they hear major announcements and issues directly from the council (through face to face briefings or targeted e-newsletters), not from the media.

- Maintain the narrative and continue to actively brief on ongoing projects and decisions, e.g. fact sheets, Q&A scripts – both public and private versions.
- Develop clearer protocols and briefing processes for communications activity. Clarify exactly what the communications team are leading on, e.g. media relations, and what service areas are leading on, e.g. resident engagement. Use protocols to make it clear when councillors should be responding to communications queries, and when they shouldn't. When dealing with the media ensure clear processes for briefing councillors.
- Use existing channels to share the energy of the organisation, e.g. 'you said, we did', 'New Year message'. Consider monthly messages from the Leader and Interim CEx, induction meetings for new starters and informal engagement sessions for existing employees. Identify opportunities for Cabinet members to speak at business forums, chamber of commerce events etc.

This series of recommendations can be actioned relatively quickly but we do recognise that there are other areas that can enhance your communications capacity that may take longer to act upon. These include:

### **Recommendations – medium term**

- Tackle the IT deficit – it needs to be fit for purpose – digital should be at the heart of the strategic communications plan. Communications requirements should be a key part of this to ensure that equipment is fully enabled to maximise social media channels. Consider the needs of remote workers, and how they need to receive information and communicate with teams.
- Future proof communications by understanding and developing the communications skills needed in a 21<sup>st</sup> century council. This includes a knowledge and understanding of social marketing (including behaviour change) and staff adept at embracing social and digital media developments (possibly through apprenticeships) 'Town hall' meetings – consider providing structure and purpose to resident and stakeholder engagement. These could focus on a particular issue, e.g. sustainable transport, chaired by an independent expert. Consider web/twitter chats/online magazines as well as face to face public meetings.

Through the peer review we have sought to highlight the positive aspects of the council's approach to communications but we have also outlined some challenges. It has been our aim to provide some detail on them through this report to help the council understand and consider them. The council's senior managerial and political leadership will therefore undoubtedly want to reflect further on the findings before determining how they wish to take things forward.

We have discussed the option of returning to the council to spend more time with you exploring our findings and reflections as well as providing you with some insights from other councils. We would be very happy to work with you going forward. Members of the team would be happy to contribute to any further improvement activity in the future and/or to return to the authority in due course to undertake a short progress review. Mona Sehgal,

as the Local Government Association's Principal Adviser for the region within which the council sits, will continue to act as the main contact between the council and the Local Government Association, particularly in relation to improvement and access to the LGA's resources and packages of support going forward.

All of us connected with the peer challenge would like to wish Slough, both as a council and a place, every success in the future.

Yours sincerely

Clare Hudson  
Programme Manager  
Local Government Association

## **Appendix: What does good communications look like?**

We thought it would be helpful to the council, as it seeks to move forward in terms of its communications, to summarise what is seen to represent good practice in this area – to provide a clear focus for its improvement efforts. This is based on The Local Government Association's work with other councils and organisations.

At the heart of this is the importance of placing strategic communications at the heart of the organisation to support the delivery of a council's strategic objectives and priorities – achieving what is contained in the corporate plan.

### **Why is good communications important?**

Good communications can help to:

- Articulate the ambition for your area
- Improve corporate and place reputation
- Support good political and managerial leadership
- Help engagement – residents, partners and staff
- Build trust
- Rally advocates
- Drive change and deliver savings
- Attract investment (and good people) into Slough
- Manage performance

### **The approach to good communications**

The following summarises the most effective approach to delivering effective, cost-effective communications:

- Leadership – clarity of purpose and commitment
- Brand (values and trust) – what does Slough stand for?
- A clear vision for Slough
- The narrative and vision must be authentic
- Strategic approach to communications with a clear corporate communications strategy
- A corporately agreed, fully evaluated annual communications plan
- All communications activity based on research and insight
- All campaigns to be linked to corporate priorities and resourced accordingly
- Evaluation in place for all communications activity
- Ensure communications is owned by everyone in the organisation

**APPENDIX B**

**Local Government Association Communications Peer Challenge – response to draft report**

LGA Recommendations	SBC Response	By when	By who	Update
<b>Key Recommendation</b>				
<p><b>Clearly articulate, share and sell the vision for Slough</b></p> <p>Taking the following measures to do this:</p> <ul style="list-style-type: none"> <li>• Undertake a perceptions survey to find out how residents and partners view the council, how they access information about the council and its priorities and how they want to</li> <li>• Develop a strategic communications strategy which tells the Slough story with honesty and passion – leading the council, community and partners in delivering the vision and priorities of the leadership</li> <li>• Develop a stronger and wider sense of ownership of the strategy – political, officer and throughout service areas, alongside partners and key stakeholders</li> <li>• Establish traction so that delivery does not slip – developing individual campaign plans that articulate the separate priority themes while telling the Slough story in a consistent way</li> <li>• Focus on quality, proactive content and two-way communications rather than broadcast channels</li> </ul>	<p>Our vision is now articulated through the new Five Year Plan developed with Commissioners.</p> <p>We are developing a corporate narrative to explain our vision and aims. The Five Year Plan has been launched with staff by the Leader/Deputy Leader and Cabinet Members with the Interim CE/Corporate Management Team</p> <p>Revised communications strategy – to deliver the vision with campaign plans that articulate the separate priority themes</p> <p>We are preparing a perceptions survey to be run in conjunction with the LGA</p>	<p>Completed</p> <p>April 2017</p> <p>May 2017</p> <p>May 2017</p>	<p>Dean Tyler</p> <p>Dean Tyler John Seekings</p> <p>John Seekings</p> <p>Tracy Luck</p>	<p>Completed</p>

<b>Recommendations – immediate</b>				
<ul style="list-style-type: none"> <li>Improve the visibility of SLT in internal communications – for instance introducing principles of ‘listening leadership’; lunchtime Q&amp;A sessions with senior leaders, presence of SLT at team meetings and awaydays.</li> </ul>	<p>Reinstate programme of visits by SLT (expanded membership) to services to engage with staff Seek views of Employee Engagement Group of how SLT may improve visibility</p>	May 2017	<p>Anna Stacey</p> <p>Alan Sinclair</p>	<p>SLT discussed in January</p> <p>Need to develop a programme</p>
<ul style="list-style-type: none"> <li>Adopt a more engaging tone on social media – be publicly helpful whilst focusing on proactive communications, not reactive responses. Ensure that all major announcements, policy changes, initiatives and issues are communicated on social media at the same time as the media are reporting the announcement, with links to background documents and context from the council to ensure that the council spends less time defending decisions on social media once the issue has been covered by traditional media.</li> </ul>	<p>Agreed and proactive response in place.</p> <p>Social media strategy to be developed.</p>	June 2017	Kate Pratt	<p>This is on-going. We are now using social media outlets for all press releases at the same time as media receive.</p>
<ul style="list-style-type: none"> <li>Develop with Cabinet and directorates annual campaigns plan for 17/18 linked to corporate plan. These could focus on monthly themes communicating outcomes and celebrating success on council priorities.</li> </ul>	<p>Develop annual plan for 2017/18 using new Five Year Plan, focus on monthly themes (outcomes) and celebrating success and council priorities</p>	April 2017	Kate Pratt	<p>New stories/campaigns grid developing</p>



<ul style="list-style-type: none"> <li>Review the skills and capacity of the current communications team to understand if you are maximising the skills you do hold, and identify those that need more capacity</li> </ul>	Agreed	May 2017	John Seekings	
<ul style="list-style-type: none"> <li>Undertake an internal audit of currently available evaluation channels, such as media monitoring. From this develop a framework for monitoring, evaluating, and reporting internal and external activity and outcomes.</li> </ul>	We will seek advice on best practice on how to do this – initially via the LGA	May 2017	John Seekings	
<ul style="list-style-type: none"> <li>Use the results of the recent staff survey to baseline and further develop the internal communications strategy – maintain and grow momentum, the current outputs are valued. Ensure that all internal communications activity is aligned to external communications (for instance, making sure all key new initiatives, policies and issues are communicated to staff at the same time as the media).</li> </ul>	Agree an action plan to respond to the findings (with OD/HR, Employee Engagement Group) plus an external comms plan	April 2017	Alan Sinclair/ Anna Stacey	Detailed plan in place leading up to staff conference 18 May 2017
<ul style="list-style-type: none"> <li>Introduce a perceptions survey to find out how residents access information – and prefer to (the LGA can help with this).</li> </ul>	Design work underway	May 2017	Tracy Luck	

<ul style="list-style-type: none"> <li>Continue to 'walk the floor' and be visible – staff really value it. Consider how to deepen this engagement, e.g. staff conference, Q&amp;A for senior leaders – in person and online, videos on intranet, internal blogs.</li> </ul>	<p>Members to consider how and when, e.g., staff conference, Q&amp;A (in person/online) Increase visibility through online channels (i.e. blogs, internal bulletins)</p>	<p>Ongoing</p>	<p>All Commissioners</p>	<p>Some in place needs consistent plan</p>
<ul style="list-style-type: none"> <li>Focus on the importance of listening and encouraging two way conversations with staff, partners and residents through all communications activity to move away from a largely broadcast model of communications activity by introducing clear feedback mechanisms, including "you said, we did" initiatives internally and externally.</li> </ul>	<p>We have reviewed our approach to community engagement and are developing a corporate approach which will be linked to the developing customer strategy and communications strategy.</p>	<p>June 2017</p>	<p>Tracy Luck</p>	
<ul style="list-style-type: none"> <li>Create an action plan led by a task and finish group consisting of senior councillors and officers that report back to the Employee Engagement Forum and other appropriate channels/forums.</li> </ul>	<p>Commissioners to consider</p>	<p>To be discussed</p>		
<p><b>Recommendations – short term (3 – 6 months)</b></p>				
<ul style="list-style-type: none"> <li>Clarify who does what within the communications team – allocating named communications leads for each of the core themes of the 5 Year Plan. This account manager approach will allow</li> </ul>	<p>Lead officers to be confirmed for each of the new Five Year Plan outcomes (and the four enabling activities) to work with the Commissioners for each including developing communication plans. Temporary arrangements in</p>	<p>May 2017</p>	<p>Kate Pratt</p>	

<p>communications colleagues to maintain robust relationships with their lead member and director to develop a clear and strategic vision for communicating the council's priorities.</p>	<p>place pending recruitment to vacant post.</p>			
<ul style="list-style-type: none"> <li>• Ensure senior communication attendance at key strategic officer and member meetings beyond attending for any specific items perceived as being communications issues. Strategic communications is usually most valuable when communications professionals can intervene or advise at an early stage on policy initiatives or issues.</li> </ul>	<p>Pending review of strategic communications</p>	<p>May 2017</p>	<p>Tracy Luck</p>	
<ul style="list-style-type: none"> <li>• Refresh and strengthen social media policy, including providing training and ongoing support for staff in directorates so they can use social media in a positive way. Adopt best practice and provide a comprehensive set of guidelines for all staff and introduce basic guidance on using social media in an engaging and publicly helpful way. Training should be delivered on a rolling programme and regularly refreshed.</li> </ul>	<p>Agreed Work with the Customer Service Centre to ensure customer inquiries are dealt with through that channel (also part of social media plan)</p>	<p>Ongoing</p>	<p>Kate Pratt</p>	

<ul style="list-style-type: none"> <li>Develop social media champions – both officers and councillors. Identify rising stars with strong social media skills and adopt a ‘train the trainer’ approach through an internal social media network.</li> </ul>	<p>Agreed. To be included in the social media plan.</p>	<p>TBA</p>	<p>Kate Pratt</p>	
<ul style="list-style-type: none"> <li>Use data and insight to target and focus engagement with all audiences, and evaluate what works. Consider using trusted tools such as e-bulletins and monitor their use.</li> </ul>	<p>Review – council needs to improve and develop its approach to insight generally and this would form part of a wider piece of work, which is also subject to a current review across all Berkshire councils. We will also build into the Working with Communities Task and Finish Group and make use of the Acorn data.</p>	<p>TBA</p>	<p>Tracy Luck/ Dean Tyler</p>	
<ul style="list-style-type: none"> <li>Create a more consistent and vibrant approach to branding – some promising activity is already underway, but this needs to be distilled into a simple, striking, brand allied to council priorities. Branding targeted towards business should have a clear relationship to the council.</li> </ul>	<p>Review of council branding underway. Need to build in recent branding review for inward investment and how this may relate to council branding.</p>	<p>June 2017</p>	<p>Kate Pratt John Seekings Simon Hall</p>	
<ul style="list-style-type: none"> <li>Celebrate success internally and externally using existing channels and identifying new ones. Slough has a great story to tell, consider identifying opportunities to get out there and tell including speaking at conferences, placing articles in trade, national and local press.</li> </ul>	<p>Requires a strategic approach allied to priorities not ad hoc good news stories (though they are valuable). We need to embed in the organisation to share good news (not just the Comms Team’s responsibility to identify) We do need to: Get articles in the local government</p>	<p>May 2017</p>	<p>John Seekings Kate Pratt Dean Tyler</p>	

<p>Invite journalists in for briefings. Use the Annual Report and the Citizen to showcase success externally and internally use methods such as blogs, videos etc.</p>	<p>and specific professional press Get officers and Members to speak at conferences.</p>			
<b>Recommendations – for councillors</b>				
<ul style="list-style-type: none"> <li>Provide regular training opportunities for Members on developing comprehensive communications and engagement skills</li> </ul>	<p>Work with OD/HR as part of the Member development programme to develop a proposal</p>	<p>April 2017</p>	<p>Tracy Luck</p>	
<ul style="list-style-type: none"> <li>Consider how to brief out key cabinet decisions – brief the media under embargo and continue this on a regular basis so that stories appear in the media in a positive way rather than the council responding to or correcting media stories. Actively brief out ‘bad’ news as well as good to help mitigate negative impact. Prepare internal communications messages to match this so staff do not hear news in the press first. Align communications to partners and stakeholders so they hear major announcements and issues directly from the council (through face to face briefings or targeted e-newsletters), not from the media.</li> </ul>	<p>Agreed</p>	<p>April 2017</p>	<p>Kate Pratt</p>	

<ul style="list-style-type: none"> <li>Maintain the narrative and continue to actively brief on ongoing projects and decisions, e.g. fact sheets, Q&amp;A scripts – both public and private versions.</li> </ul>	<p>Develop and maintain a set of tools to ensure that Members, CMT, managers always have an up to date set of messages, slides, data etc to explain where we are with our strategic direction, what we have achieved, the latest context and what happens next.</p>	<p>May 2017</p>	<p>Dean Tyler John Seekings</p>	
<ul style="list-style-type: none"> <li>Develop clearer protocols and briefing processes for communications activity. Clarify exactly what the communications team are leading on, e.g. media relations, and what service areas are leading on, e.g. resident engagement. Use protocols to make it clear when councillors should be responding to communications queries, and when they shouldn't. When dealing with the media ensure clear processes for briefing councillors.</li> </ul>	<p>Work with LGA to develop</p>	<p>May 2017</p>	<p>John Seekings Kate Pratt</p>	
<ul style="list-style-type: none"> <li>Use existing channels to share the energy of the organisation, e.g. 'you said, we did', 'New Year message'. Consider monthly messages from the Leader and Interim CEx, induction meetings for new starters and informal engagement sessions for existing employees. Identify opportunities for Cabinet members to speak at business forums, chamber of commerce events etc.</li> </ul>	<p>Consider monthly messages from the Leader and Interim CE as well as at either year end or year start for both.</p>	<p>May 2017</p>	<p>John Seekings Kate Pratt Simon Hall</p>	

Recommendations - Medium Term			
<ul style="list-style-type: none"> <li>Tackle the IT deficit – it needs to be fit for purpose – digital should be at the heart of the strategic communications plan. Communications requirements should be a key part of this to ensure that equipment is fully enabled to maximise social media channels. Consider the needs of remote workers, and how they need to receive information and communicate with teams.</li> </ul>	<p>Will be addressed as part of the arvato service improvement plan and the digital programme, the design phase of which was agreed by Cabinet in November.</p>	<p>Ongoing</p>	<p>Roger Parkin</p>
<ul style="list-style-type: none"> <li>Future proof communications by understanding and developing the communications skills needed in a 21<sup>st</sup> century council. This includes a knowledge and understanding of social marketing (including behaviour change) and staff adept at embracing social and digital media developments (possibly through apprenticeships) 'Town hall' meetings – consider providing structure and purpose to resident and stakeholder engagement. These could focus on a particular issue, e.g. sustainable transport, chaired by an independent expert. Consider web/twitter chats/online magazines as well as face to face public meetings.</li> </ul>	<p>Review structure of the Communications Team, in the light of all corporate resources savings proposals</p>	<p>TBA</p>	<p>Tracy Luck</p>

This page is intentionally left blank



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview & Scrutiny Committee **DATE:** 13<sup>th</sup> April 2017

**CONTACT OFFICER:** Neil Wilcox; Assistant Director, Finance & Audit & s151 officer  
**(For all enquiries)** (01753) 875358

**WARD(S):** All

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

**PERFORMANCE & PROJECTS REPORT – Q3 2016-17**

**1. Purpose of Report**

- To provide the Committee with the latest performance information for the 2016-17 financial year.
- To summarise the Council's performance against the balance scorecard indicators to date during 2016-17.
- To update on the progress of the 33 projects on the portfolio, which are graded according to Project magnitude as Gold (7), High (13), Medium (3) or Low (10).

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

That the Council's current performance, as measured by the indicators within the balanced scorecard and update on Gold projects, be noted.

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

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

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

**4. Other Implications**

**(a) Financial**

The financial implications are contained within this report.

## (b) Risk Management

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

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

None.

## (d) Equalities Impact Assessment

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

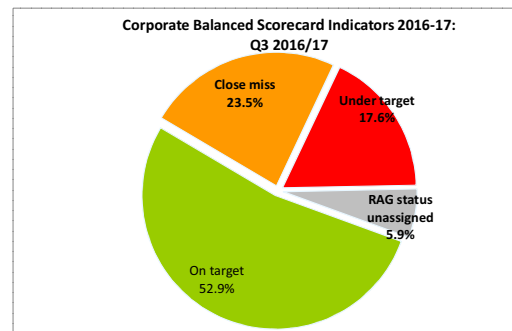
## **5. Introduction**

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

## **6. Corporate Scorecard Performance Measures**

- 6.1. This is the third quarter presentation of the Five Year Plan (YP) Performance Scorecard, relating to the period October to December 2016.
- 6.2. The existing 17 performance measures have been realigned to the new five priority outcomes agreed in the revised Five Year Plan.
- 6.3. Going forward, further work to be carried out agreeing the performance measures with robust targets to the newly agreed five priority outcomes and key actions.

6.4. The latest position of the Council's balanced scorecard demonstrates that at the end of quarter 3, an overview of the Council's performance was as follows:



6.5. Currently 16 of the 17 indicators (94.1%) have been assigned a RAG status of either 'Red' (3, 17.6%), 'Amber' (4, 23.5%) or 'Green' (9, 52.9%). For each indicator the RAG status has been assigned by the responsible manager, with reference to previously agreed targets.

6.6. Key areas of noteworthy concerns flagged as 'Red' status are:

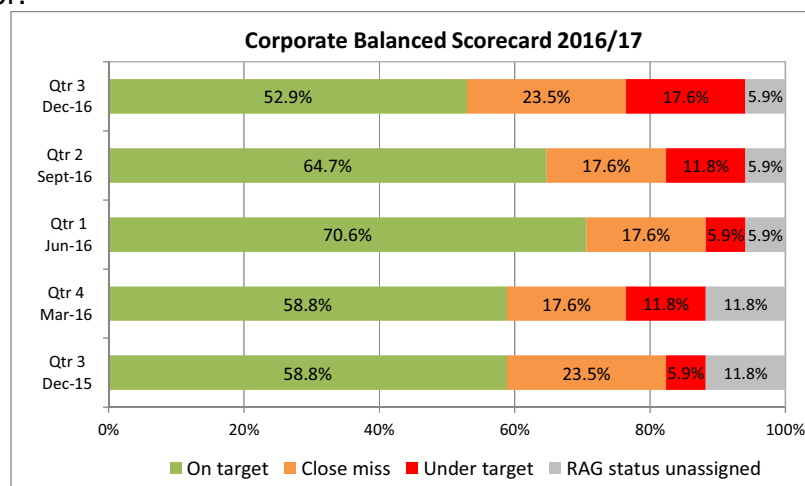
- **Crime rates per 1,000 population: All crime**
  - The rate of 'all crime' (all criminal offences added together) in Slough during Quarter 3 increased slightly (by 3.5%). This was caused primarily by an increase in home burglaries and thefts from vehicles, which have been steadily rising since Quarter 1.
  - The rate of 'violent crime' however, decreased 10% locally compared to the previous quarter.
  - Local authorities most similar to Slough have also generally seen an increase in all crime (by 4%), with most individual areas experiencing a similar change to that seen in Slough i.e. more serious acquisitive crime such as robberies, burglaries and theft from vehicles, but a decrease in violent crime.
  - Violent crime does tend to increase during December, with a well-documented increased incidence of domestic and non-domestic violence occurring during the festive Christmas and New Year season, and is expected to fall once more in quarter 4.
  - Nationally, during this latest quarter the UK as a whole experienced an increase in total crime (by 4%), again predominantly due to serious acquisitive crimes which increased by 11% across the UK. Violent crime across the country as a whole also increased (2%), so we are pleased that Slough's total crime rate increased by a smaller percentage than in other areas, and that local efforts to reduce violent crime successfully bucked the national trend.
  - All individual crime rates continue to be closely scrutinised in regular partnership performance meetings, and community safety and policing responses are tailored to local need.

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

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

6.7. Comparison with previous quarter:

- The bar chart below compares the proportion of indicators assigned each RAG status at quarterly intervals.
- **Crime rates per 1,000 population: All crime**  
The rate of 'all crime' (all criminal offences added together) in Slough during Quarter 3 increased slightly (by 3.5%). This was caused primarily by an increase in home burglaries and thefts from vehicles, which have been steadily rising since Quarter 1. The rate of 'violent crime' however, decreased 10% locally compared to the previous quarter. Please refer to point 6.6 of this report for further details.  
The RAG status fell from Amber to Red.
- **Council Tax in year collection rate (%)**  
The collection rate at the end of December 2016 was 0.28% below the profiled target to meet the end of year target. Therefore the RAG status fell from Green to Amber.
- **Proportion of residents signed up for self service**  
The self-service sign up rate dropped from 12.6% (6,719 residents) in Sept-16 to 9.4% of households (5,133 residents) in Dec-16. Investigations are being carried out as why the number of residents sign up for self-service have declined. The RAG status fell from Green to Amber.



## 6.8. Noteworthy improvements:

None of the indicators improved from 'Amber' to 'Green' status this quarter.

## 7. **Outcome Group Highlights**

7.1. Quarter 2 was the last quarter where the progress against the 8 original Outcome areas was to be reported.

7.2. Going forward, with the reduction in the number of Strategic Outcomes described by the revised 5 Year Plan, this section will be amended to reflect the final agreed format of the revised plan. This is anticipated to be reported in the end of 2016/17 report.

## 8. **Project Management**

8.1. The final section of this report provides a summary of progress on the range of projects currently being undertaken and monitored by the Performance Management Office.

8.2. During Quarter 3, 33 projects were being undertaken, with 7 of these described as "Gold Projects" – those of greatest strategic importance to the Council, and a further 13 categorised as of "High" importance grade, 3 as "Medium" and 10 as "Low".

8.3. A fully comprehensive report which details the status of each individual project, including reference to the key risks, issues and interdependencies is available as background papers. Please email: [programme.managementoffice@slough.gov.uk](mailto:programme.managementoffice@slough.gov.uk) for a copy of Gold Project Highlight reports for this reporting period. Cabinet may wish to scrutinise particular projects using this Background Paper.

### **Project Progress (Gold Projects)**

8.4. The Gold Projects are:

- School Places Programme
- Adults Social Care Reform Programme
- ERP/Agresso
- People and Culture
- Digital
- RMI Contract
- Environmental Services Contract Re-Procurement

8.5. Highlights this quarter:

<b>School Places</b>	Progress has been made on creation of bulge classes to meet demand for school places in 2017 and 2018
----------------------	---

<b>Digital</b>	A detailed plan for the design phase has been completed
<b>RMI Contract</b>	Decision taken on 3 Bidders to be taken forward to second stage of competitive dialogue
<b>Environmental services contract re-procurement</b>	Procurement timetable completed

8.6. Key issues to be aware of:

#### **4 Projects      Project Delays**

- **Slough Major Transport Schemes**  
Delay due to fibre apparatus requiring diversions. Options being investigated for Amey to undertake some of the risk work instead of principal contractor with redesign on carriageway.
- **Highways Term Maintenance Contract**  
Risk that Severe weather could impact works. Potential to affect Highway England road space booking which could lead to long delays.
- **Burnham Station Improvements**  
Delay in obtaining permission from Network Rail to undertake construction works on their site. SBC has been in touch with Network Rail to coordinate construction dates.
- **Leisure Strategy**  
Delay in release of planning reserved matters is impacting Ice Arena and Leisure Centre timelines. Request planning to develop the reserved matters in parallel with the review period that English Heritage require.

8.7. Further information can be brought to members at any time should that be helpful.

### **9. Conclusion**

9.1. 53% of the selected performance indicators are achieving desired target results, with near-misses in bus punctuality, council tax collection rates and proportion of household waste sent for reuse, recycling or composting.

9.2. Further work to be carried out with the Transformation Board over the next quarter agreeing the performance measures with robust targets to the newly agreed five priority outcomes and key actions.

9.3. Progress continues on all major schemes and projects. The Council's PMO maintains oversight of all projects included in the portfolio to ensure that risks and issues are managed and progress maintained.

## **10. Appendices Attached**

A - 5YP Performance Scorecard, December 2016

## **11. Background Papers**

Background Papers: Email [programme.managementoffice@slough.gov.uk](mailto:programme.managementoffice@slough.gov.uk) for a copy of Gold Project Highlight reports for this reporting period.

This page is intentionally left blank

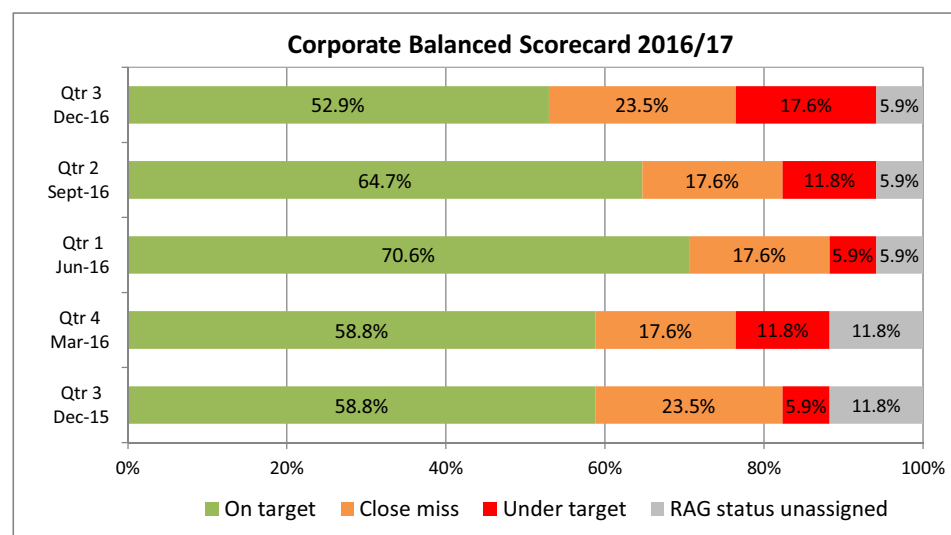
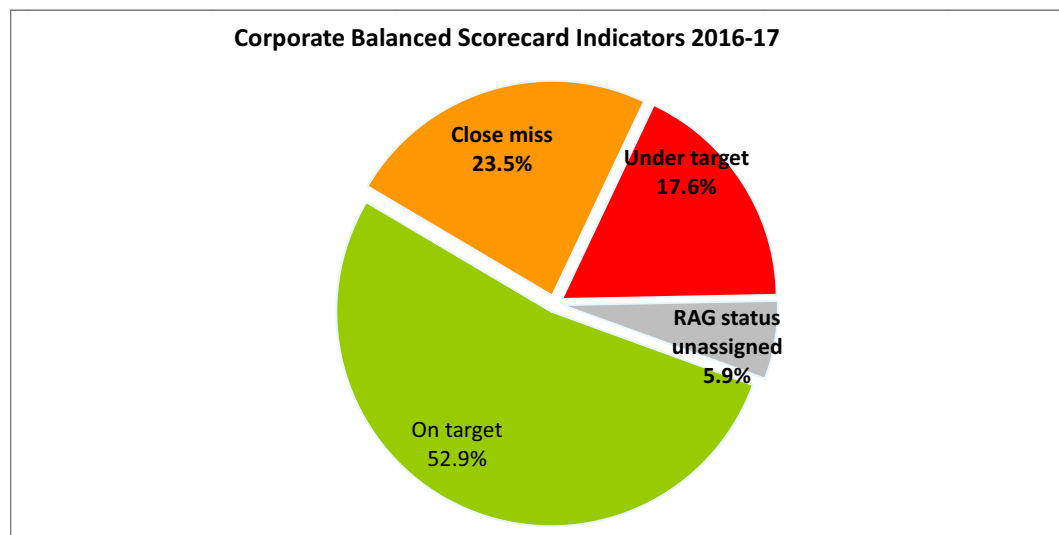


**Appendix A: Slough Borough Council - Corporate Balanced Scorecard**  
2016-17: to end of quarter 3 - Dec 2016

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under our five priority outcomes putting people first:

1. Our children and young people will have the best start in life and opportunities to give them positive lives.
2. Our people will become healthier and will manage their own health, care and support needs.
3. Slough will be an attractive place where people choose to live, work and visit.
4. Our residents will have access to good quality homes.
5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.

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



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

**Outcome 1: Our children and young people will have the best start in life and opportunities to give them positive lives**

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.1	Prevalence of children with 'excess weight' at start of primary school (Reception) as measured by the NCMP	Oct-16	23.0% [2014/15] 19.6% [2014/15] 21.9% [2013/14] 21.9% [2012/13] 22.3% [2011/12]	Closer to the national rate	[2015-16] Slough:23.0 % SE 20.9% England: 22.1%  [2,452 children measured]	↓	Red	The percentage of children with 'excess weight' at the start of primary school in Slough is reported as above the England average and the South East average. More children measured than in 2014/15 so the increase in Slough is of concern at 3.4% compared to the rise of 0.8% in England as a whole.  The rates of breastfeeding initiation remain above the England and decile average. Change4life Disney campaign and Sugar Swaps programme are still promoted through early years teams.  Councillors wanted to assurance that the same children were being measured due to the high numbers transferring in and out. From now on data will be collected nationally by the unique pupil reference number of the child rather than at postcode level. Unpublished local data from the school nursing service suggests a much lower percentage which needs further understanding as the strategy would have to change if overweight children resident in Slough schools were attending schools outside of area as their results would only then appear when data is uploaded to the HSCIC.
1.2	Prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP	Oct-16	38.9% [2014/15] 38.8% [2014/15] 37.0% [2013/14] 34.8% [2012/13] 35.5% [2011/12]	Closer to the national rate	[2015-16] Slough 38.9% SE 30.8% England 34.2%  [1,849 children measured]	↔	Red	In 2015/16 the percentage of children with 'excess weight' at the end of primary school in Slough is above the England and South East averages. The rate of increase in Slough is 0.1% compared to the rise of 0.8% in England as a whole. All primary schools are now using the 10 minute Disney shake up Change4life resources. 4 schools participated in the commissioned Let's Get Going programme and a further four courses have been commissioned.  The unique pupil reference number will be used to collect data in future to identify whether transfers in and out are a factor in these results.
1.3	Percentage of pupils achieving a good level of development across the Early Years Foundation Stage.	Aug-16	64.9% [2014/15] 58.0% [2013/14] 49.9% [2012/13]	increasing	[2015/16] Slough: 69.1% SE 73.0% England 69.3%	↑	Green	Achievement in the 2015/16 academic year shows that performance in Slough Schools has improved by 4.2% from 64.9% in 2014/15 to 69.1% in 2015/16. However Slough's performance is marginally below the England average of 69.3%. Ranked 83rd nationally out of 152 LA's.
1.4	Safeguarding measure (from Corporate Parenting Plan) to be confirmed by outcome 1 group							

**Outcome 2: Our people will become healthier and will manage their own health, care and support needs**

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
2.1	Number of people starting a smoking cessation course (rate per 100,000 population). Percentage of those who successfully quit smoking.	Jan-17	Q1-Q4 2015/16 4WKQ 1,022 12 WKQs 738  Q1-Q4 2015/16 Rate per 100,000 Slough 918 [64.5%] SE 375 [55.7%] England 440 [52.0%]	Meet a cumulative target of 1005	Q1-Q2 2016/17 4WKQ 456 12 WKQs 239  Q1-Q2 2016/17 Rate per 100,000 Slough 142 [69.9%] SE 72 [52.1%] England 81 [49.2%]	↑	Green	Slough is performing above the SE and England average. Data are published for all vulnerable groups Mothers smoking in pregnancy remain below the SE average.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
2.2	Number of adults managing their care and support via a direct payment	Jan-17	235 [Mar-16] 197 [Mar-15] 188 [Mar-14]	Increasing	330 clients & carers [December 2016]	↑	Green	The number of service users and carers supported through a Direct Payment continues to increase. We have implemented a new system using pre-payment cards which will make Direct Payments easier to manage and use, are contracting with Enham Trust to provide a Personal Assistant Matching and Employment Support service, and have issued guidance to staff to support and seek Direct Payments as the default position when providing services. We will be reviewing the performance measure used in the 5 Year Plan report to ensure we use the most appropriate measure to evidence our primary strategy of increasing the number of service users and carers who can control their support through Direct Payments.

**Outcome 3: Slough will be an attractive place where people choose to live, work and visit**

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
3.1	Crime rates per 1,000 population: All crime (cumulative from April) (iquanta)	Jan-17	82.95 [rolling yr to Sept-16] 81.69 [rolling yr to Jun-16] 81.92 [rolling yr to Mar-16]  81.92 [2015/16] 74.50 [2014/15] 81.10 [2013/14] 86.80 [2012/13] 100.40 [2011/12]	Monitor (Reducing)	[rolling yr to Dec-16]  <b>Slough 85.91</b>  MSG 88.68 England 78.79	↓	Red	The rate of 'all crime' (all criminal offences added together) in Slough during Quarter 3 increased slightly (by 3.5%). This was caused primarily by an increase in home burglaries and thefts from vehicles, which have been steadily rising since Quarter 3. The rate of 'violent crime' however, decreased 10% locally compared to the previous quarter. Local authorities most similar to Slough have also generally seen an increase in all crime (by 4%), with most individual areas experiencing a similar change to that seen in Slough i.e. more serious acquisitive crime such as robberies, burglaries and theft from vehicles, but a decrease in violent crime. Violent crime does tend to increase during December, with a well-documented increased incidence of domestic and non-domestic violence occurring during the festive Christmas and New Year season, and is expected to fall once more in quarter 4. Nationally, during this latest quarter the UK as a whole experienced an increase in total crime (by 4%), again predominantly due to serious acquisitive crimes which increased by 11% across the UK. Violent crime across the country as a whole also increased (2%), so we are pleased that Slough's total crime rate increased by a smaller percentage than in other areas, and that local efforts to reduce violent crime successfully bucked the national trend. All individual crime rates continue to be closely scrutinised in regular partnership performance meetings, and community safety and policing responses are tailored to local need.
3.2	The percentage of household waste sent for reuse, recycling or composting	Jan-17	26.8% [2015/16] 29.1% [2014/15] 29.4% [2013/14] 29.9% [2012/13] 30.7% [2011/12]	Increase to 45% by 2018	26.5% [year to Sept-16]	↑	Amber	Ongoing reduction in the amount of waste recycled through red bin wheeled kerbside service to be addressed through new collection service as rendered through Waste Strategy 2015-2030. The decline is very gradual. Data is available on a quarterly basis only (some months in arrears), and is subject to stringent validations by Defra and Eurostat before release.
3.3	Percentage of municipal waste sent to landfill	Jan-17	0.8% [2015/16] 6.2% [2014/15] 5.9% [2013/14] 9.9% [2012/13] 6.4% [2011/12]	Reduce to 0.5% by 2020	0.8% [year to Sept-16]	↑	Green	Q1 performance has seen best ever performance with regard to waste to landfill figures. Q4 is another excellent performance. Slough is currently on target for zero landfill.

**Outcome 4: Our residents will have access to good quality homes**

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
4.1	Increase in the number of dwellings in the borough	Aug-16	[2014/2015] Net completions 507	550 pa	[2015/16] Net completions 789	↑	Green	There has been a significant increase in house building in Slough which is predicted to continue for the next few years.
4.2	Number of affordable homes delivered (PSA 20)	Jan-17	190 [2015/16] 96 [2014/15] 63 [2013/14] 49 [2012/13] 51 [2011/12]	An average of 100 affordable houses will be provided each year through the planning system	Apr-Dec 2016 15  Q3 2016/17 3	↑	Green	Number of new build dwellings is not entirely within the control of the Housing Development Team as some schemes are on SBC land while others are on private developments. Forecast for 16/17 is now 39 affordable home completions as the 33 units on Castleview (by an RSL) has slipped into 2017/18.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
<b>Outcome 5: Slough will attract, retain and grow businesses and investments to provide jobs and opportunities for our residents</b>								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
5.1	Improve bus punctuality: Non-frequent bus services running on time	Oct-16	89.0% [2014/15] 90.0% [2013/14] 91.0% [2012/13] 83.0% [2011/12]	Increasing	[2015/16] Slough 80.0% SE 82.8% England 82.6%	↓	Amber	Data is collated and reported annually by Department for Transport. The latest reports shows a 9% reduction in punctuality in Slough between 2014/15 and 2015/16, with local punctuality for this year now below both the England value (82.6%) and South East value (82.8%). Traffic management schemes to decrease congestion and increased use of dedicated bus lanes continue. By widening the A4 at key points, and by utilising service roads as bus lanes, SMaRT aims to provide a bus service that is quicker, more frequent, and more reliable. SBC Transport & Highways Department co-ordinates road and street works to minimise any impact on public transport operations and business travel. The Tuns Lane enhancements will deliver lane widening on Tuns Lane and a roundabout with a new 'intelligent' traffic light system which senses traffic jams and adjusts the sequencing of the lights accordingly. Similarly, Windsor Road will see junction improvements, road widening and other works to improve conditions for general traffic and buses, making journeys quicker and more reliable. First Bus introduced significant changes to their bus network in Slough from the 24th September 2016 to reduce the impact of congestion on bus operations.
5.2	Business Rates in year collection rate (%)	Jan-17	97.1% [2015/16] 96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	97.00%	April to Dec-16 83.05%	↑	Green	Collection rate at end of December is 0.05% above the anticipated profile for this time of year.
5.3	Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA) and National Insurance credits with the number of people receiving Universal Credit principally for the reason of being unemployed.	Jan-17	<b>Mar 2016</b> 1,355 people Slough 1.4; SE 1.1; GB 1.9.  <b>Mar 2015</b> 1,605 people Slough 1.7; SE 1.2; GB 2.0.  <b>Mar 2014</b> 2,620 people Slough 2.8; SE 1.8; GB 2.9.  <b>Mar 2013</b> 3,845 people Slough 3.7; SE 2.5; GB 3.8.	maintain at low level compared to national value	As at Dec-16:  1,310 people Slough 1.4% SE: 1.1% GB: 1.8%	↔	Green	Slough's claimant rate for Dec-16 is inline with Sept-16 of 1.4%, comprising of 1,310 people. Slough's rate is lower (better) than the GB average of 1.8% but higher than the South East average of 1.1%. The council and partners seek to increase employment opportunities and improve skills to secure a reduction in overall unemployment. Local value is historically better than nationally but remains high for the South East of England. The Council has expanded its work with partners, broadening its range of activities in order to reflect local business and local priorities. Work with Job Centre Plus and Children Centres targeting lone parents, working with local businesses and ASPIRE to deliver career path way programmes, e.g. construction, and skills development workshops targeting specific areas of the labour market, incorporating soft skills. Through 'Aspire for You' the council continues to hold community based Jobs Clubs, careers information, advice and guidance, CV and interview preparation support. The Business Community Start Up project support individuals that wish to develop their business idea and set up in business. Through City Deal (Elevate Slough) the council is focusing its work in supporting the 16 to 24 year olds NEETS into employment.
5.4	Council Tax in year collection rate (%)	Jan-17	96.5% [2015/16] 96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	97.10%	April to Dec-16 84.32%	↑	Amber	The collection rate at the end of December 2016 was 0.28% below the profiled target to meet the end of year target.
5.5	Proportion of council tax payments by direct debit	Jan-17	55.7% Mar-16 51.9% Mar-15	Increasing	As at Dec-16 56.1%	↑	Green	As at December 2016 the percentage of accounts paying by direct debit has decreased from 56.7% at the end of September to 56.1% though it is still an increase from the beginning of the year which was 55.7%. All efforts are being made to increase the percentage paid by direct debit.
5.6	Proportion of residents signed up for self service	Jan-17	Sept-16: 12.6% 6,719 residents  Jun-16: 11.2% 5,979 residents  Mar-16: 8.4% 4,510 residents	Increasing	As at Dec-16 9.4% 5,133 residents	↓	Amber	This is a new service which started from April 2015. As at December 2016, 5,133 residents are signed up for self-service equating to 9.4% of households. We are carrying out investigations as why the number of residents sign up for self-service have declined.

This page is intentionally left blank

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee  
**DATE:** 13<sup>th</sup> April 2017  
**CONTACT OFFICER:** Barry Stratfull  
Head of Financial Reporting  
**(For all Enquiries)** (01753) 875748  
**WARD(S):** All

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

**REVIEW OF SLOUGH BOROUGH COUNCIL'S INSURANCE FUNCTION**

1. **Purpose of Report**

This report has been produced to provide the Overview and Scrutiny Committee (OSC) with guidance on the current provisions for the Council's insurance function.

This has been requested in the context of the Cabinet's recent decision to create a Local Authority Controlled Company to provide Environmental Services.

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

The Committee is requested to note the report.

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

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

Slough Borough Council (SBC)'s provision of Environmental Services is a key element in its commitment to the quality of local housing.

3b. **Five Year Plan Outcomes**

The proposals in this document, and the plans for Environmental Services, are also support the following Five Year Plan outcomes:

- Slough will be an attractive place where people choose to live, work and visit.
- Our residents will have access to good quality homes.

#### 4. **Other Implications**

##### (a) **Financial**

The staffing costs, levels of liability and premiums to be paid under the insurance scheme are detailed in Appendix A.

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

The risk management calculations used in the compilation of the insurance scheme are detailed in Appendix A.

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

The insurance scheme has been designed in line with SBC's legal obligations to staff under its employment.

##### (d) **Equalities Impact Assessment**

No Equalities Impact Assessment has been required by the production of this scheme.

#### 5. **Supporting Information**

5.1 At its meeting on 12<sup>th</sup> January 2017, the Committee discussed the progress made on the insourcing of Environmental Services. As part of the discussion, members raised the issue of SBC's liability to staff who would be under its employment. OSC sought assurances that the liability scheme was sufficiently robust to ensure that such employees would be in receipt of appropriate cover.

5.2 The Head of Financial Reporting has therefore provided the guidance on the insurance scheme and SBC's liability. This outlines a series of matters, including:

- The insurance market
- SBC's staff working on insurance
- The procurement and renewal of SBC's insurance scheme
- The costs of the insurance scheme
- Excesses

5.3 The Committee is asked to review this information, and provide comment on it at the meeting on 13<sup>th</sup> April 2017. Whilst the request was made in relation to the insourcing of Environmental Services, members may wish to review other employees and their relationship with this policy.

#### 6. **Comments of Other Committees**

This report was commissioned by Committee on 12<sup>th</sup> January 2017. No other Committee of the Council has discussed this report.

#### 7. **Conclusion**

The Committee is requested to comment on the provision made under this insurance scheme.

8. **Appendices Attached**

'A' - Review of insurance function

9. **Background Papers**

'1' - Agenda papers and minutes, OSC 12<sup>th</sup> January 2017

This page is intentionally left blank



## **Review of Insurance Function**

### **Introduction**

This review will cover:

- The Insurance Market for Local Authorities
- The Insurance Section
- Functions of the Insurance section
- Cost of the Insurance Section
- Providers of Insurance services and related services to Slough Borough Council
- Dealing with Excesses

### **The Insurance Market for Local Authorities**

For many years, the market for public sector insurance was dominated by three underwriting concerns: the insurers Zurich Municipal and Travelers, and RMP, whose underwriting capacity is currently provided by a combination of QBE, AIG, HSB and Ecclesiastical.

Capacity was, however, reduced when in 2014, Travelers took the decision to divest themselves of all public liability business for local authorities with a highways or social services responsibility. Although Travelers continued to pursue opportunities in selected areas, it was feared that this loss of capacity would have a damaging effect on future premium levels for the sector as a whole.

As it transpired, it seems that those fears were largely unfounded as the emergence of new providers such as Maven, Swiss Re and Protector, has acted as a counterweight, more than compensating for the effects of the decision by Travelers.

Meanwhile, Ocaso and Aspen continue to maintain their interest in local authority leasehold portfolios, although we have seen Ocaso take some corrective measures on their rating for some authorities with an adverse claims experience.

### **The Insurance Section**

The Insurance Section consists of one permanent member of staff, The Senior Risk & Insurance Officer. The Senior Risk & Insurance Officer is not only responsible for insurance matters within the Council but also;

- Facilitating and organising the Corporate Risk Management Group
- Updating the Risk Management Strategy
- Arranging and organising risk Management Training
- Monitoring and reporting on the Implementation of Internal Audit recommendations
- Arranging the finalisation of draft Internal Audit Reports

- Preparing the quarterly report for the Audit and Corporate Governance Report

The Senior Risk and Insurance Officer is graded at Grade 7 (£36k p.a.)

### **Functions of the Insurance Section**

The Functions of the Insurance section can be broadly be broken down into five areas

- Procurement
- Renewal
- Claims
- Service Level Agreements
- Advice/Administration

#### Procurement

The Insurance Portfolio is procured in various lots this is because some insurers prefer to insure some “lines” (type of insurance) rather than others.

The Lots are described below

- Casualty Insurance (Public liability, Employers Liability, Official Indemnity, Libel and Slander, Uninsured Loss Recovery)
- Motor
- Property (Buildings insurance, Money, All Risks, Contract works )
- Property (Commercial Leasehold properties – Shops etc The premium for this is recharged to the Leaseholder)
- Property (Residential Leasehold – the premium for this is recharged to the Leaseholder)
- Engineering Inspection
- Casualty Claims Handling
- Fidelity Guarantee – (Theft by employee)
- Personal Accident/School Journeys

In order to take advantage of Long Term Agreement (LTA'S) discounts on premiums the normal length of the insurance contracts is 3 years with a 2 year extension available.

The cost of these contracts means that the insurance procurement is subject to European Procurement regulations.

The Insurance Section is assisted in the in the production and marketing of tender documents by the Council's appointed insurance brokers.

The insurance brokers also assist in evaluating the tenders and produce a report of their evaluations.

## Renewal

Despite being tender every three to five years certain parts of the portfolio need to be renewed annually

- Property insurances – every year it needs to be decided what inflation rate needs to be applied to the sums insured of the various properties
- Casualty insurance – Each year we need to advise our insurers of any (proposed), changes in risk. For example outsourcing or insourcing
- We need to make positive statements to insurers that we actively manage risks such as
  - Legionella
  - Asbestos
  - Child Sexual Exploitation

## Claims

- Casualty Insurance

The Insurance Sections deals with all claims for compensation made against the Council.

These range from small value pot hole claims causing damage to vehicles, to slips trips falls on the highways or Housing Land up to claims for psychological and personal injury for abuse suffered while in care.

Casualty claims are handled and settled by our appointed claims handlers.

In some cases it is necessary to appoint solicitors to act on behalf of the Council

Members of the public are able to make property damage claims via an on-line claims form <https://www.slough.gov.uk/council/complaints-and-feedback/insurance-claim-form.aspx>

Once a claim is made the Insurance Section contact the relevant Section within the Council to obtain information and reports to help decide upon whether or not legal liability attaches to the Council

- Property Claims

Property Damage claims with estimated values of up to £20,000 are dealt exclusively by the Insurance Section.

Claims that exceed £20,000 are referred to Loss adjusters who act on the insurers behalf

A data-base is maintained of all claims this not only keeps a record of all claims, the causes, the costs etc., but also allows The Insurance Section to respond to the various Freedom of Information requests regarding insurance claims.

### Service Level Agreements

- Schools

Some schools chose the Insurance section to arrange their insurances on their behalf.

- Children's Trust

As the Children's Trust was unable to purchase its own Casualty insurances it became necessary for the Trust to be included in the Council's insurance.

### Advice/Administration

There are a number of queries regarding insurance that come through to the Insurance Section.

- Advising on levels of indemnity for contracts.
- What is covered under the Residential Leasehold policy
- Insurance requirements for various large projects
- Annual recharges
- Payment of premium invoices
- Production of insurance Schedules to residential leaseholders
- Advising brokers or new additions to the residential leaseholders policy

### **Cost of the Insurance Section**

The table below shows the costs of the Insurance Section in 2016/17

#### **Staffing Costs**

Salary (Inc. on cost)	£46,500
Office Expenses Inc. Software licences	£7,000
	£53,500

#### **Property Based Premiums**

Buildings - General	£23,465	
Buildings - Housing	£83,195	
Buildings - Schools	£31,116	
Properties added during the year	£7,761	
Schools Contents	£23,405	
Business Interruption	£13,175	
Engineering	£24,869	
Contractors All Risk	£9,591	
All Risks/Money	£3,977	
		£220,554
Commercial Leasehold		£59,291
Residential Leasehold		£176,568
		£456,413
<b>Liability Based Premiums</b>		
Liability Premiums	£181,496	
Motor	£30,268	
Claims Handling Cost	£22,085	
		£233,849
<b>Paid from Provision 2016/17</b>		
Property Claims	£4,051	
Public Liability	£169,090	
Employers Liability	£14,838	
Motor	£6,993	
		£194,972
MMI Scheme of Arrangement		£96,000

---



---

£1,034,734

---



---

### Providers of Insurance Services and related services to Slough Borough Council

Below is a list of the providers of services in relation to the insurance function:

Provider	Description	
Travelers	Property and Crime Cover Insurer	
QBE	Casualty insurer	
Zurich Municipal	Personal Accident Insurer	
Allianz	Engineering Inspection	Carry out statutory inspection of boilers, plant and lifts
Jardine Lloyd Thompson	Insurance Broker and Insurance Adviser	<p>We meet with Jardine Lloyd Thompson on a regular basis.</p> <p>They act as advocates for SBC in meetings with insurers and claims handlers</p> <p>Provide technical insurance advice in respect of new projects</p> <p>Place ad hoc insurance requirements</p>
Gallagher Bassett	Casualty Claims Handlers	<p>Handle Casualty claims.</p> <p>Pay claimants, solicitors, CRU and other required fees</p> <p>Maintain an imprest account</p>

## Dealing with Excesses

Local Authorities are exempt from the various Compulsory Insurance Acts which means that we do not have to insure for Motor Insurance or Employers Liability, however it has been decided prudent to do so.

An advantage of being exempt from these acts is that the council has the ability to take an excess on each an every claim, and by taking an excess we are able to reduce the premium.

The table below sets out the current excesses

Type of Insurance	Excess each and every claim	Stop Loss
Casualty	£60,000	£1,050,000
Property	£50,000	£500,000

The effect of these large excesses is that the council virtually self-insures. To meet the excesses the council has set up an Insurance provision and from that pays property damage claims and reimburses the various imprest accounts that are held by our claims handlers

To protect the council against a very bad claims year the council purchases a “Stop Loss” For example if the total amount of excesses in relation to Casualty Claims in a policy year exceeded £1,050,000 then the excess for that policy year would be deleted.

This page is intentionally left blank



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 13<sup>th</sup> April 2017

**CONTACT OFFICER:** Councillor Nazir – Chair, Overview and Scrutiny Committee  
**(For all Enquiries)** Dave Gordon – Scrutiny Officer  
 (01753) 875411

**WARDS:** All

**PART I**  
**FOR COMMENT AND ENDORSEMENT**

**ANNUAL SCRUTINY REPORT 2016/17**

1. **Purpose of Report**

It is customary at this time of year to be drafting the Annual Scrutiny Report. The purpose of this cover report is to provide the Committee with background on the constitutional requirement of an Annual Scrutiny Report to Council, and to provide members with an opportunity to comment on the draft report and seeks views on any other information that should be included in the Report.

2. **Recommendation**

2.1 The Committee is requested to:

- 1) suggest any amendments to the draft Report they feel necessary; and
- 2) subject to any amendments, endorse that the Report be presented to Council on 25<sup>th</sup> April 2017.

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 Annual reports are an opportunity to review the scrutiny work programme for the past year and assess the impact of scrutiny has had on influencing policy and holding the Executive to account. Looking at an Annual Report can help us to understand the nature of the work undertaken by Overview and Scrutiny and to assess its effectiveness. It also gives an opportunity to reflect on any lessons learned during the year to help guide future work.
- 4.2 The production of an Annual Report is a statutory requirement of the Constitution and in addition the Committee “must report annually to the full Council on future work programmes and amended working methods if appropriate.”
- 4.3 This Committee is provided with a draft of the Annual Scrutiny Report which highlights some key achievements from the year where Scrutiny has made a difference.
- 4.4 There is scope to build on and develop different methods of scrutiny next year; particular attention needs to be given on evidencing how Scrutiny actually makes a difference and forward planning.

5. **Conclusion**

- 5.1 The Local Authority, through its Overview and Scrutiny Function, has an influential, as well as statutory, role in scrutinising the activities and performance of the Cabinet and External Bodies. The Annual Scrutiny Report provides an opportunity to communicate the work the Committee and its Panels have undertaken, challenges faced and the improvements made as a result of scrutiny.

6. **Appendices Attached**

A - Draft Annual Scrutiny Report 2016/17

7. **Background Papers**

None.

# Annual Scrutiny Report

## 2016/2017



## **Foreword**

It gives me great pleasure to introduce the 2016/2017 Annual Scrutiny Report. The report highlights the key areas of work that each Panel and the main committee have concentrated on during the past municipal year.

The main committee and each of the panels have had a busy year. This report highlights their key achievements. I hope it accurately reflects the level of detailed work undertaken by the panels and Committee.

In particular, the scrutiny committees have undertaken vital work on the following crucial issues:-

- The excellent work of the Overview and Scrutiny Committee and the Neighbourhoods and Community Services Scrutiny Panel on housing. 2016 – 17 has been a year in which the Council's Housing Service have undertaken a significant amount of work on areas such as the Housing Revenue Account, the allocations policy and resolving homelessness. Through a co-ordinated approach, these two committees have supported the service and provided informed comment on the impact of proposals, helping shape Council policy for the future.
- The Education and Children's Services Scrutiny Panel has also assisted with the return of the Education Service to Slough Borough Council. Through detailed discussions with the new officers responsible for the service, the Panel have identified a number of crucial areas for actions (e.g. differences in outcomes for local children by ethnicity, the National Funding Formula). The Panel have also established a close working relationship with the Slough Children's Services Trust and the new Chair of the Slough Local Safeguarding Children's Board.
- The Health Scrutiny Panel has assisted with the transformation programme for adult social care. This has involved shaping the offer for adults with learning disabilities, the programme of digital innovations for service users and the local account. The Panel have also considered these matters in the wider context of the Sustainability and Transformation Plan.
- The feedback provided by the Overview and Scrutiny Committee has had a significant impact on the reporting of performance and financial management information. This has helped move reporting to a clearer and more consistent style, providing both members and the local community with a clearer picture of the Council's services.

I hope the report does justice to the quality of the work carried out by the panels this year and gives an insight into the diverse nature of the areas which have been scrutinised.

I would like to thank my own Vice Chair as well as the Chairs and Vice Chairs of all the panels for their support and leadership throughout the year. On behalf of all the Chairs and Vice Chairs I would also like to thank sincerely all members, officers and partners who have contributed to the work of the Overview and Scrutiny function over the past year.



**Councillor Mohammed Nazir  
Chair, Overview and Scrutiny Committee**

## Introduction

In 2002, the Office of the Deputy Prime Minister set out the role of Overview and Scrutiny in local authorities, its powers and work.

*“Overview and Scrutiny is potentially the most exciting and powerful element of the entire local government modernisation process. It places Members at the heart of the way in which Councils respond to the demands of modernisation. In addition, Overview and Scrutiny is the mechanism by which Councils can achieve community leadership, good governance and by which Councillors can become powerful and influential politicians.”*

In order to do this, Scrutiny Committees have three key roles:

- Holding the Cabinet to account
- Policy development and review
- External scrutiny

Through requesting information and questioning decision-makers an Overview Scrutiny Committee can review the quality of local services, hold decision-makers to account (whether the Cabinet or other statutory bodies such as NHS Trusts), and put forward ideas for developing and improving services.

The Centre for Public Scrutiny has set out the four principles for effective scrutiny as:

- critical friendship to decision-makers
- engaging the public, enabling the voice of the public and communities to be heard in the process
- owning the process with non-Executive Members driving the scrutiny process
- making an impact through driving forward improvements in public services

To achieve the desired quality of effective scrutiny, an Overview and Scrutiny function must:

- be independent
- be robust, rigorous and challenging
- fully engage all non-Executive Members
- come from a positive culture that supports and promotes the process
- involve local citizens and service users
- ensure that its purpose is clear and widely understood
- demonstrate the value added
- be creative in its ways of monitoring service performance
- have dedicated resources
- bring the conclusions of its Reviews to the attention of Full Council
- have a comprehensive Member Development programme

The questions an Overview and Scrutiny Function must ask itself in terms of its own effectiveness are:

- Is it effectively holding decision-makers to account?
- Is it helping to improve services?
- Is it building links between the Council, its partners and the community?
- Is it helping to improve the quality of life for local people?
- Is it adding value?

The Annual Report looks to assess the effectiveness of the work done by the Overview and Scrutiny Function at Slough Borough Council in the 2016/17 Municipal Year.

### **Overview and Scrutiny at Slough Borough Council**

The Overview and Scrutiny Function at Slough Borough Council is made up of the Overview and Scrutiny Committee and three standing Panels: Health Scrutiny Panel, Neighbourhoods and Community Services Scrutiny Panel, and Education and Children's Services Scrutiny Panel.

The Panels enable greater focus on specific subject matter, while the overarching Overview and Scrutiny Committee focuses on cross-cutting issues, corporate, financial and performance management of the Council. The Committee and Panels look to work closely together, using joint meetings where appropriate, to develop their work programmes and effectively scrutinise the work of the Council and its partners.

Members on the Overview and Scrutiny Committee and three Panels receive research and administrative support from a dedicated Scrutiny Officer; with Democratic Services also providing committee administration to the main Committee and Health Scrutiny Panel.

### **Getting Involved**

The Overview and Scrutiny Committee and all three Panels meet in public, and welcome members of the public who wish to observe proceedings.

The agendas and related papers are published on the Slough Borough Council website five working days in advance of any meeting and are available to download for free.

## **Overview and Scrutiny Committee**

### **Membership:**

Councillor Nazir (Chair)  
Councillor Bedi  
Councillor Parmar  
Councillor A Sandhu  
Councillor Usmani

Councillor Strutton (Vice Chair)  
Councillor N Holledge  
Councillor Sadiq  
Councillor R Sandhu

Constitutionally, the Overview and Scrutiny Committee will undertake the following:

- review and scrutinise the decisions made by and performance of the Executive, Committees and Council Officers both in relation to individual decisions and over time;
- review and scrutinise the performance of the Council in relation to its policy objectives, performance targets, data quality and/or particular service areas;
- question Members of the Executive, Committees and Directors about their decisions and performance, whether generally in comparison with service plans and targets over a period of time or in relation to particular decisions, initiatives or projects;
- make recommendations to the Executive and/or appropriate Committee and/or Council arising from the outcome of the scrutiny process;
- review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Committee and local people about their activities and performance; and
- question and gather evidence from any person (with their consent).

In order to undertake this work, the Overview and Scrutiny Committee has appointed three Standing Panels to cover specific remits of works:

- Health Scrutiny Panel – undertaking the Council’s statutory responsibility to scrutinise provision of healthcare in the local area, as well as the Cabinet portfolio for Health & Social Care.
- Education and Children’s Services Scrutiny Panel – scrutinising the Cabinet portfolio for Education & Children’s Services.
- Neighbourhoods and Community Services Scrutiny Panel – scrutinising the Cabinet portfolios for Housing & Urban Renewal, Environment & Leisure and Transport & Highways.

This delegation of work allows the Overview and Scrutiny Committee to take an overarching view of the work of the council and its partners, as well as specifically focusing on the Cabinet portfolios of Finance & Strategy, Digital Transformation & Customer Care and Regulation & Consumer Protection.

## **Specific focuses of work**

### **Budget Pressures**

As the committee with the widest strategic overview of the Council, the Overview and Scrutiny Committee has been monitoring the budget closely. This has taken the format of both the work on the budget for all areas (conducted every February) and specific investigations into areas such as adult social care, housing and the new Environmental Services Company.

The Committee have also played a key role in the reshaping of the quarterly performance and finance monitoring reports. Previously, these reported on 91 key performance indicators and offered a range of reporting styles for the different projects sitting under the overall headings. On the basis of the feedback by the Committee, the reports now focus on a far smaller number of prioritised KPIs (17) and also has made reporting more uniform. This has helped streamline the process and also provide both members and the public with a more meaningful overview of the Council's performance.

In terms of the budget, Cabinet has asked for the Committee's recommendation regarding fees for the burial and crematorium services to be investigated further. The Committee has also provided advice on the establishment of the new Environmental Services Company and the recent announcements regarding Slough's Housing Strategy. The call-in regarding the proposed rents for Slough's houses also had a direct impact on the final policy, with the Council opting to offer two rates; one reflects traditional fees, whilst the other allows Slough Borough Council increased income where tenants can afford it.

### **Leisure Services**

The issue which provided the most public interest in the Committee's work took place back in July 2016. This related to the proposals for a temporary ice rink, and allowed a range of community representatives (e.g. Slough Community Leisure, Special People on Ice, the Slough Jets Ice Hockey Club) to contribute to the debate. With the Committee's support, the meeting was able to recommend to Cabinet that any final proposals needed to ensure that any temporary solution should be able to accommodate the needs of all current users.

### **Slough Town Centre**

The Overview and Scrutiny Committee has taken an interest in the ability of the town centre to attract visitors from outside Slough in recent years. This has taken the form of regular examinations of the plans of Slough Urban Renewal (especially keynote projects such as The Curve), the impact of littering and street lighting on perception of the town (taken in September 2016) and a Task & Finish Group on parking in the town centre. In March 2017, the Committee discussed plans to regenerate the area, especially in light of the recent announcement by the Abu Dhabi Investment Authority). This discussion led to the Committee asking Cabinet to investigate the potential of creating a Business Improvement District. This initiative, if implemented, would ask businesses to contribute to a localised project, targeting any specific issues which were viewed as pivotal for Slough.

### **Corporate Strategy – The Five Year Plan**

The Committee has also ensured that the new priorities of the Cabinet, as set out in the new Five Year Plan, will be monitored effectively and regularly. The outcomes have been assigned across the scrutiny bodies as follows:



- Our children and young people will have the best start in life and opportunities to give them positive lives – to be scrutinised by the Education and Children’s Services Scrutiny Panel.
- Our people will become healthier and will manage their own health, care and support needs – to be scrutinised by the Health Scrutiny Panel.
- Slough will be an attractive place where people choose to live, work and visit – to be scrutinised by the Overview and Scrutiny Committee.
- Our residents will have access to good quality homes – to be scrutinised by the Neighbourhoods and Community Services Scrutiny Panel.
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents – to be scrutinised by the Overview and Scrutiny Committee

Each of these will be scrutinised once every 6 months, ensuring that the overall performance of the Council is thoroughly interrogated in the future on a regular basis.

**Note:** The full work programme for the Overview and Scrutiny Committee for the 2016/17 municipal year is attached as Appendix A.

## **Health Scrutiny Panel**

### **Membership:**

Councillor Pantelic (Chair)

Councillor Chaudhry

Councillor Chohan

Councillor Mann

Councillor Smith

Colin Pill (Healthwatch Slough)

Councillor Strutton (Vice Chair)

Councillor Cheema

Councillor M Holledge

Councillor Qaseem

The Overview and Scrutiny Committee appoints the Health Scrutiny Panel to undertake its constitutional role looking at the specific Cabinet Portfolio for Health and Wellbeing. In addition, the Health Scrutiny Panel also undertakes the statutory Council responsibility to scrutinise the provision for healthcare in the local area.

### **Specific focuses of work**

#### **Adult Social Care**

The Health Scrutiny Panel has had a key role in the transformation of Adult Social Care. The service has moved from one where the local authority dictated the provision on offer to one in which users have greater influence on how they access care. The Transformation Programme is moving future provision to one where those requiring care are offered personalised budgets and a variety of options as to how that budget is employed.

The Panel has been broadly supportive of these aims, but has also sought to reflect concerns. These have included matters such as ensuring those with physical or mental barriers to receiving and processing information are offered support in making informed choices, ensuring that individualised care does not lead to loneliness or social isolation and ensuring that families, carers and providers have the appropriate means of communicating effectively to secure the best outcomes. As the Transformation Programme gathers momentum, the Panel will be taking considerable and regular interest in its proposals and outcomes.

#### **Services for users with learning disabilities**

A major element in the required rearrangement of Slough's offer to residents is the move from residential care to supported living accommodation. Given the increased autonomy involved in this, the Panel have been keen to ensure that the required safeguards are in place to protect those involved in this adjustment.

The particular issue of Elliman Road centre has been monitored by the Panel. Issues of significant importance to members have included staffing issues, the range and quality of community based provision and the retention of friendship groups which had been created by the centre. As a result of this, the Panel secured an undertaking that the impact on friendship groups would be monitored and appropriate actions taken, and also that the staff affected by the changes would be consulted to prepare them for the new service.

These matters are to be taken forward in the new Municipal Year; the Panel's first meeting of 2017 – 18 will feature a detailed report on the impact of the changes. This will include feedback from service users and their families, and also detailed tracking information on the impact of the changes to service users.

### Joint Wellbeing Strategy

The Joint Wellbeing Strategy has been subject to significant change; in particular, the governance arrangements and partnership work have been appraised.

The Panel have stressed the importance of ensuring that housing is a central element in any refreshed strategy. Members have expressed an interest in monitoring the suitability of new housing developments for disabled or vulnerable tenants. The Panel also clarified its desire for any applications for Disabled Facilities Grants to be assessed promptly and for the decisions made to be based on sound priorities. These points have been fed back into the refresh and informed the final launch of the strategy in late 2016.

### Frimley Park NHS Foundation Trust and the Sustainability and Transformation Plan

Whilst the acquisition of Heatherwood and Wexham Park have been downgraded as priorities (given the excellent progress made in the initial stages of the arrangement), the Panel remains keenly aware of the need for scrutiny on the matter.

The Foundation Trust addressed the Panel in October 2016, reporting on the CQC report which had moved Wexham Park from 'Inadequate' to 'Good'. Whilst this progress was warmly welcomed, the Panel remain conscious of several issues in need of resolution. Nursing vacancies still required filling (although the number had declined), and the Panel stressed the need to continue with proactive and innovative solutions to this matter. The possible implications of proposed building works at the hospital, and their compliance with land ownership questions, was also explored. In terms of logistics, the Chief Executive of the Trust pledged to increase on-site parking in response to the Panel's requests. The Panel is also keen to stress the importance of access to the site via the bus service; this is a matter which will continue to be monitored by the Panel given the amendments made by First Bus to service provision.

The future of the NHS in the area will also be subject to the changes proposed by the Sustainability and Transformation Plan. As with many similar STPs across the country, the Plan will be based on a move to a 'hub based' approach; this will increase the effective size of NHS Trusts, and is scheduled to be enacted in 2019. Given the importance of this issue, the Panel will be seeking to have an impact on the STP proposals. Consideration may also be required as to how a scrutiny body can be established which reflects the geography of the 'Frimley Footprint'. A members' briefing and initial agenda items have alerted the Panel to this matter.

**Note:** The full work programme for the Health Scrutiny Panel for the 2016/17 municipal year is attached as Appendix B.

## **Neighbourhoods' and Community Services Scrutiny Panel**

### **Membership:**

Councillor Plenty (Chair)  
Councillor Davis  
Councillor Rana  
Councillor Swindlehurst

Councillor Anderson  
Councillor N Holledge  
Councillor Rasib  
Councillor Wright

The Overview and Scrutiny Committee appoints the Neighbourhoods' and Community Services Scrutiny Panel (NCS Scrutiny Panel) to undertake its constitutional role looking at the specific Cabinet Portfolios for neighbourhoods and renewal, community and leisure, and environment and open spaces.

### **Specific focuses of work**

#### **Housing**

The Panel has seen a significant rise in the amount of work it has done on housing in 2016 – 17 compared to previous years. It has worked to streamline the reporting on KPIs, ensuring that members receive a selected range of the most relevant statistics showing the service's functioning. In this regard, the Panel made the following recommendations at its meeting in July 2016:

1. That SBC officers undertake work on forming a Panel including Councillors and residents, dedicated to evaluating the performance of the Housing Service.
2. That Councillors be nominated by the Panel to meet with the Residents' Panel.
3. That future reports on performance include refinements based on the Panel's requests (e.g. benchmarking data).

Having undertaken this work, since the autumn the Panel have been receiving this focused information; the Working Group alluded to in recommendation 1 above have proved invaluable in this matter.

Whilst the Overview and Scrutiny Committee undertook the review of the overall strategy, the Panel have also provided insight into specific areas of the service. The Repairs, Maintenance and Improvements (RMI) contract is of critical importance to residents, and the Panel have provided oversight of improved contractual arrangements for tenants as the handover approaches. The Panel has also clarified the obligations and responsibilities of tenants and the Council with regard to garages, and has taken a keen interest in resident engagement. On this matter, the Panel have recommended that a Consultative Commissioning Group be established; this body is now engaged in giving local residents a real voice in the future of the service.

#### **Transport – Roads**

The road network in Slough has seen a number of major alterations in 2016 – 17 which have been of interest to the Panel and local residents. In particular, the experimental scheme in Langley have been examined by the Panel.

Whilst aware of the rationale behind the scheme, the Panel have worked hard to mitigate the impact on the road network. By working their way through the technicalities involved in the scheme, and reflecting the voices of those from the local population impacted by the changes, the Panel have sought to add a constructive viewpoint and clarify the best options for the future.

Through this discussion, the Panel recommended the termination of the experimental scheme to Cabinet in February 2017 on the grounds that it had gathered the relevant information. The Panel will also be receiving information on the long term future of the road network in the area once uncertainties regarding the infrastructure projects causing the alterations (e.g. HS2) have been clarified.

#### Transport – Public

The matter which has generated the most debate on public transport has been that of Real Time Passenger Information (RTPI) for bus users. Members have expressed concern at the low levels of detection, leading to RTPI display boards often displaying generic timetable information rather than specific information on the punctuality of buses.

Having explored the IT, compatibility and management structure issues with a direct impact on this, the Panel have ensured that future arrangements avoid similarly diffuse arrangements for overall responsibility.

They have also received information on the new specification. This has allayed concerns over the issues raised above being repeated, although the Panel may return to the matter once it is in operation.

#### Crime and Disorder Reduction Panel – 2<sup>nd</sup> March 2017

The Panel undertook its statutory responsibility to hold a Crime and Disorder Committee. The main debate of the evening concerned the Safer Slough Partnership, Thames Valley Police and the Council's motion of 26<sup>th</sup> July 2016, which read:

*“This Council resolves to work with Thames Valley Police through the Safer Slough Partnership to prioritise its response to counter the increase in serious sex crimes around the town and to reduce the fear of sexual assault across the Borough.”*

The Panel ascertained progress made on the matter, with the Safer Slough Partnership having identified Salt Hill Park as a key area for any work on public safety. Through actions such as cutting bushes which were limiting visibility, increased lighting and alerting local emergency services to activity in the area, there had been an increased profile in preventing such crimes. A Parks & Open Spaces Task & Finish Group (established by the Safer Slough Partnership) had also been established to investigate public safety and the prevention of sexual assault in public areas.

However, the Panel requested that the Safer Slough Partnership also establish a separate priority dedicated solely to sexual violence. This will be considered by the Partnership, who have also subsequently discussed the matter with Councillors.

Other matters discussed by the Crime and Disorder Reduction Panel included:

- Anti-Social Behaviour
- Modern slavery
- Organised crime
- Traffic policing
- Balance of Police Officers and Police Community Support Officers

**Note:** The full work programme for the Neighbourhoods' and Community Services Scrutiny Panel for the 2016/17 municipal year is attached as Appendix C.

## **Education and Children's Services Scrutiny Panel**

### **Membership:**

Councillor Brooker (Chair)	Councillor Chahal (Vice Chair)
Councillor Anderson	Councillor Chohan
Councillor N Holledge	Councillor Pantelic
Councillor Qaseem	Councillor Sadiq
Jo Rockall (Secondary Teacher Representative)	
Maggie Stacey (Head Teacher Representative)	
Hamzah Ahmed (Slough Youth Parliament)	

The Overview and Scrutiny Committee appoints the Education and Children's Services Scrutiny Panel (ECS Scrutiny Panel) to undertake its constitutional role looking at the specific Cabinet Portfolios for education and children, and opportunities and skills.

### **Specific focuses of work**

#### **Slough Children's Services Trust**

Since its formation in October 2015, the Trust has been keen to engage with members and gain their input and support. As well as the Joint Delivery Plan (discussed below), the Trust has undertaken a variety of initiatives to improve provision. The Panel have been supportive of this aim, and have offered challenge on a variety of matters such as working culture, use of agency staff and governance.

The meeting on 26<sup>th</sup> October 2016 was dedicated to the first year of the Trust. The Panel took special interest in pursuing progress made on the Virtual School for Looked After Children, the need for innovation in the service (e.g. the Mockingbird Family model for foster care) and the new standards by which existing staff were being appraised. The Panel have also been very interested in ensuring that governance arrangements provide a clear and logical process to establish the precise responsibilities of the Trust, the Council, partner organisations and members. The Panel also recommended that the Trust revisit the files of potential foster carers; the Panel felt that many may have lapsed as they were discouraged by the previous regime.

#### **Return of educational services to Slough Borough Council**

Another vital alteration to services in Slough has been the completion of the contract with Cambridge Education and the return of responsibilities to the Council. Given the relatively late nature of this decision and the compressed timeframe it created, the Panel has sought confirmation that all aspects of the transfer were satisfactory and that its future operation is sound. The Panel supported the services' exemption from some aspects of the recruitment freeze for Council staff and the successful transfer of other staff from Cambridge Education. It has also sought to clarify how the Council and Trust interact (e.g. the responsibility for performance managing the Chair of the Local Safeguarding Children's Board) how the service would be incorporated into bodies such as the Multi Agency Safeguarding Hub.

#### **SLSCB**

Given the negative findings of the 2016 Ofsted report, the Panel has asked the new Chair of the Board for clarification on the improvement process. The Panel discussed the 6 themes identified by the Chair, and sought clarification as to why the sub group on education was not performing as well as others which had been established and how this would be rectified. Whilst broadly receptive to the innovations introduced by the new Chair of the Board, the Panel also expressed concern that the relationship between the Board and the Council was still less clear than had been hoped. The Panel will return to how the Chair's performance is managed in 2017 – 18.

### Corporate Parenting Strategy

Given the major gaps in corporate parenting highlighted by Ofsted's 2016 report, the Panel has played a crucial role in overseeing and monitoring the creation of an effective strategy. The Panel stressed the need for the prioritisation of female genital mutilation as an issue for detection, the voices of young people and children in care to be reflected in the design of services and the effective functioning of the Virtual School.

The Panel have also requested that they be kept informed on the outcomes for Looked After Children, particularly those offered work experience.

### Underachievement in white British children

The pattern of white British children underachieving at GCSE level has been emerging as a national issue in education. Examination results for 2016 confirmed that this was reflected in Slough, and members have expressed an interest in reviewing this matter further. To this end, an item on a costed plan for schools has been requested for the autumn of 2017 whilst a research paper outlining a) the national debate on causes for the trend and b) local initiatives aimed at improving outcomes for white British children has also been circulated to assist discussions.

### National Funding Formula

On 31<sup>st</sup> January, Council referred the matter of the National Funding Formula to the Panel for further discussion. The Panel received information outlining the impact of the proposals on local schools, which are likely to be mostly to the detriment of schools. Given the potential impact of this on provision (e.g. reduced syllabuses, increased class sizes, 4 day school week for Key Stage 3 classes) the Panel were strongly minded to voice their concerns over the move.

The Panel's points will be included in the consultation process to Government, whilst the progress of the matter will be taken by the Panel in late 2017.

**Note:** The full work programme for the Education and Children's Services Scrutiny Panel for the 2016/17 municipal year is attached as Appendix D.

## **Looking Forward**

Whilst the absence of elections guarantees greater stability in terms of the elected members at Slough Borough Council, the 2017 – 18 Municipal Year offers its own challenges. With the previous year having seen the change in the leadership of the authority, the coming year will provide a real chance for the new administration to clarify their long term objectives. As a result, scrutiny will be performing a vital role in offering policy advice and ensuring that Cabinet receives practical ideas for the future of service provision.

With the current climate of austerity now well established across local authorities, Councillors have become well accustomed to operating within constraints. However, the financial year 2018 – 19 promises to be one of particular hardship, and preparations for the required changes will be a central element of our work. In terms of specific areas, adult social care has become an area in need of transformative change; members are well apprised of this and have placed the matter at the centre of their plans. The fact that the Council resumed direct control of local authority maintained schools, alongside the pressures of the proposed National Funding Formula will require in depth consideration. The issue of underachievement amongst white British students is an issue in Slough (as it is on a national basis) and may well need specific investigation. Meanwhile, there are indications (through the proposals for the Environmental Service) that the new administration will be looking to provide more services directly; this will also be of interest to scrutiny in 2017 – 18.

As is ever the case, members are reminded that scrutiny need not be confined to the meetings of Committees. Task & Finish Groups offer one very real and often effective means of policy review. By conducting an investigation into a specific area, and using methods that are not constrained by the procedures of committee meetings (e.g. site visits, bespoke research, questionnaires for service users) a sense of the realities for service provision can be gained. It also allows for members to make a number of highly specific recommendations, based on input from a wide range of individuals or external organisations that may rarely attend our committees. In addition, the ongoing work of a committee can be conducted outside of meetings; whether that is requests for information, online conversations on questions that have arisen or arranging meetings with key stakeholders.

Members are also reminded that the Scrutiny Officer will be receptive to any fresh ideas, skills or ideas which enhance the process of effective scrutiny. Whether the members for 2017 – 18 are long established or participating in these bodies for the first time, all can contribute fully to the process. Members are also reminded that, from May onwards, there will be a series of training events (including scrutiny on 13<sup>th</sup> June 2017) which will build on existing skills and also help develop new approaches, ensuring the Scrutiny Function delivers defined results and adds value to the work of the council.



**OVERVIEW AND SCRUTINY COMMITTEE**  
**WORK PROGRAMME 2016/17**

Meeting Date
<b>14 June 2016</b>
<b>Administrative Items</b> <ul style="list-style-type: none"> <li>• Appointment of Panels</li> <li>• Work programme (supported by training event prior to meeting)</li> </ul>
<b>14 July 2016</b>
<b>Scrutiny Items</b> <ul style="list-style-type: none"> <li>• Leisure Capital Programme – Slough Ice Arena and temporary ice rink</li> <li>• Burnham Station – experimental road scheme</li> <li>• Thames Valley Transactional Service – Annual Report</li> </ul>
<b>15 September 2016</b>
<b>Scrutiny Items</b> <ul style="list-style-type: none"> <li>• Q1 Performance and Finance Report</li> <li>• Electoral cycle</li> <li>• Procurement of Environmental Services</li> <li>• Littering, fly-tipping and anti-social behaviour</li> </ul>

<b>Meeting Date</b>
<b>17 November 2016</b>
<b>Scrutiny Items</b> <ul style="list-style-type: none"><li>• Call in: Housing Revenue Business Account</li><li>• Q2 Performance and Finance Report</li><li>• Adult Social Care Transformation</li><li>• Housing – future scrutiny approach</li><li>• Local Plan</li></ul>
<b>20 December 2016</b>
<b>Scrutiny Items</b> <ul style="list-style-type: none"><li>• Five Year Plan – scrutiny approach</li><li>• Draft Housing Strategy</li><li>• Homelessness</li></ul>
<b>12 January 2017</b>
<b>Scrutiny Items</b> <ul style="list-style-type: none"><li>• First Bus – changes to services</li><li>• Q2 – Performance and Projects report</li><li>• Financial report – month 7</li><li>• Housing Revenue Business Account</li><li>• Environmental Services – Local Authority Controlled Company</li><li>• Transport Strategy</li></ul>

<b>Meeting Date</b>
<b>2 February 2017</b>
<p><b>Scrutiny Items</b></p> <ul style="list-style-type: none"> <li>• Thames Valley Transactional Service – half year update</li> <li>• Budget Papers: <ul style="list-style-type: none"> <li>○ Revenue Budget 2017 – 18</li> <li>○ Medium Term Financial Strategy 2017 – 2021</li> <li>○ Treasury Management Strategy 2017 – 18</li> <li>○ Capital Strategy 2017 – 2023</li> </ul> </li> </ul>
<b>9 March 2017</b>
<p><b>Scrutiny Items</b></p> <ul style="list-style-type: none"> <li>• Town Centre management</li> <li>• Economic growth and impact on local residents</li> </ul>
<b>13 April 2017</b>
<p><b>Scrutiny Items</b></p> <ul style="list-style-type: none"> <li>• Police and Crime Commissioner</li> <li>• LGA Communications Peer Review</li> <li>• Q3 Performance and Financial Management</li> <li>• Review of public liability</li> </ul> <p><b>Information Items</b></p> <ul style="list-style-type: none"> <li>• Petitions – annual review</li> </ul> <p><b>Endorsement Item</b></p> <ul style="list-style-type: none"> <li>• Scrutiny Annual Report</li> </ul>

**HEALTH SCRUTINY PANEL**  
**WORK PROGRAMME 2016/17**

Meeting Date
30 June 2016
<b>Administrative Items</b> <ul style="list-style-type: none"> <li>• Election of Chair</li> <li>• Election of Vice Chair</li> </ul> <b>Scrutiny Items</b> <ul style="list-style-type: none"> <li>• Introduction to health scrutiny</li> <li>• Slough's Learning Disability Plan</li> </ul>
1 September 2016
<b>Scrutiny Items</b> <ul style="list-style-type: none"> <li>• Frimley Sustainability and Transformation Plan</li> <li>• Better Care Fund</li> <li>• Slough Joint Wellbeing Strategy 2016 – 2020</li> </ul>
6 October 2016
<b>Scrutiny Items</b> <ul style="list-style-type: none"> <li>• Preparedness for Winter</li> <li>• Options for Modernisation of Community Nursing Services</li> <li>• Frimley Health NHS Foundation Trust – update</li> <li>• Adult Social Care – local account</li> <li>• Slough Safeguarding Adults Partnership – Annual Report</li> </ul>

<b>Meeting Date</b>
<b>23 November 2016</b>
<b>Scrutiny Items</b> <ul style="list-style-type: none"><li>• Frimley Sustainability and Transformation Plan</li><li>• Reconfiguration of services for adults with learning disabilities</li><li>• Slough Central update</li></ul>
<b>19 January 2017</b>
<b>Scrutiny Items</b> <ul style="list-style-type: none"><li>• Slough CCG – Operating Plan 2017 – 19</li><li>• Leisure Strategy - update</li><li>• Bus Services – Wexham Park</li></ul>
<b>27 March 2017</b>
<b>Scrutiny Items</b> <ul style="list-style-type: none"><li>• Digital innovations</li><li>• Five Year Plan – outcome 2 (our people will become healthier and will manage their own health, care and support needs)</li><li>• Slough Wellbeing Board – Annual Report</li><li>• Public transport services to healthcare facilities</li></ul>

**NEIGHBOURHOOD AND COMMUNITY SERVICES SCRUTINY PANEL**  
**WORK PROGRAMME 2016/17**

Meeting Date
19 June 2016
<b>Administrative Items</b> <ul style="list-style-type: none"> <li>• Election of Chair</li> <li>• Election of Vice Chair</li> </ul> <b>Scrutiny Items</b> <ul style="list-style-type: none"> <li>• Transport – road management issues</li> <li>• Housing – performance management and reporting</li> <li>• Local authority housing – service charges</li> </ul>
8 September 2016
<b>Scrutiny Items</b> <ul style="list-style-type: none"> <li>• Real Time Passenger Information</li> <li>• Hollow Hill Lane – experimental scheme</li> <li>• Garage licence review</li> </ul>
3 November 2016
<b>Scrutiny Items</b> <ul style="list-style-type: none"> <li>• Real Time Passenger Information</li> <li>• Housing Service – resident involvement</li> <li>• Garage repairs</li> <li>• Housing Revenue Account Business Plan</li> <li>• Repairs, Maintenance and Improvements Service – progress on new contract</li> </ul>

<b>Meeting Date</b>
<b>17 January 2017</b>
<b>Scrutiny Items</b> <ul style="list-style-type: none"><li>• Market Lane – long term alternatives for road network</li><li>• Allotments</li><li>• Housing – rents policy</li><li>• Housing – Scrutiny Overview Indicators</li><li>• Real Time Passenger Information</li></ul>
<b>2 March 2017</b>
<b>CRIME AND DISORDER REDUCTION PANEL</b>
<b>Scrutiny Items</b> <ul style="list-style-type: none"><li>• Thames Valley Police – overview</li><li>• Safer Slough Partnership</li><li>• Reference from Council, 26<sup>th</sup> July: sexual assaults</li></ul>
<b>4 April 2017</b>
<b>Scrutiny Items</b> <ul style="list-style-type: none"><li>• Football pitch hire</li><li>• Homelessness</li><li>• Housing Revenue Account – Business Plan</li><li>• Development Initiative Slough Housing</li></ul>

**EDUCATION AND CHILDREN'S SERVICES SCRUTINY PANEL**  
**WORK PROGRAMME 2016/17**

Meeting Date
19 July 2016
<b>Administrative Items</b> <ul style="list-style-type: none"> <li>• Election of Chair</li> <li>• Election of Vice Chair</li> </ul> <b>Scrutiny Items</b> <ul style="list-style-type: none"> <li>• School places</li> <li>• Ofsted Delivery Plan</li> <li>• Section 11 safeguarding audits</li> </ul>
26 October 2016
<p style="text-align: center;"><b>JOINT MEETING WITH OVERVIEW AND SCRUTINY COMMITTEE</b></p> <b>Single item meeting</b> <ul style="list-style-type: none"> <li>• Slough Children's Services Trust – 1<sup>st</sup> year overview</li> </ul>



Meeting Date
<b>8 December 2016</b>
<p><b>Constitutional Item</b></p> <ul style="list-style-type: none"> <li>• New co-opted member: Slough Youth Parliament</li> </ul> <p><b>Scrutiny Items</b></p> <ul style="list-style-type: none"> <li>• Slough Joint Delivery Plan – Slough Borough Council and Slough Children’s Services Trust arrangements</li> <li>• Community Learning &amp; Skills Service</li> <li>• Responsibilities for schools – Council’s role since end of Cambridge Education contract</li> <li>• Exam results 2016</li> </ul>
<b>9 February 2017</b>
<p><b>Scrutiny Items</b></p> <ul style="list-style-type: none"> <li>• Corporate Parenting Strategy</li> <li>• Slough Youth Offending Team</li> <li>• Exam results – verified data and analysis by ethnicity</li> <li>• SEND results – KS2 and KS4</li> </ul>
<b>15 March 2017</b>
<p><b>Scrutiny Items</b></p> <ul style="list-style-type: none"> <li>• Slough Youth Parliament</li> <li>• Slough Local Safeguarding Children’s Board</li> <li>• Update on return of education services to Slough Borough Council</li> <li>• National Funding Formula – reference from Council, 31<sup>st</sup> January 2017</li> </ul> <p><b>Information Item</b></p> <ul style="list-style-type: none"> <li>• School admissions</li> </ul>

Meeting Date
--------------

19 April 2017
---------------

<b>Scrutiny Items</b>
-----------------------

- |   |
|---|
| <ul style="list-style-type: none"><li>• Ofsted: 2<sup>nd</sup> monitoring visit</li><li>• Ofsted inspections of schools (termly update)</li><li>• SEND and psychology service</li><li>• Fostering and Adoption</li><li>• Section 11 safeguarding audits</li><li>• Action Plan on exam results – verbal update</li></ul> |
|---|

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee **DATE:** 13<sup>th</sup> April 2017

**CONTACT OFFICER:** Shabana Kauser, Senior Democratic Services Officer  
**(For all Enquiries)** (01753) 787503

**WARDS:** All

**PART I**  
**FOR INFORMATION**

**ANNUAL PETITIONS REPORTS 2016/17**

1. **Purpose of Report**

The purpose of this report is to provide the Committee with details of the Annual Petitions Report and to provide Members with an opportunity to comment on the report.

2. **Recommendation**

The Committee is requested to note the Annual Petitions Report 2016/17.

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

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

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.

3b. **Five Year Plan Outcomes**

Overview and Scrutiny covers all of the five year plan outcomes:

- Our children and young people will have the best start in life and opportunities to give them positive lives.
- Our people will become healthier and will manage their own health, care and support needs.
- Slough will be an attractive place where people choose to live, work and visit.
- Our residents will have access to good quality homes.
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

4. **Other Implications**

(a) **Financial**

There are no financial implications of this report.

(b) Risk Management

None associated with this report.

(c) Human Rights Act and Other Legal Implications

None associated with this report.

(d) Equalities Impact Assessment

None associated with this report.

4. **Supporting Information**

4.1 In accordance with the Council's Constitution, an annual summary detailing all petitions submitted under the Petitions Scheme will be reported to the Overview and Scrutiny Committee.

4.2 For the period 1 April 2016 to 31 March 2017 a total of 23 petitions were received - 19 paper petitions and 4 e-petitions. The table below summarises the subject matter and total number of signatures received for each petition.

<b>ePetitions Title</b>	<b>Signatures</b>
One Way System on Chalvey	3
Slough Estates Proposed Parking Order	21
Keep Absolutely Ten Pin Open!	2
Double Yellow lines opposite 223 Humber Way	20

<b>Paper Petition Title</b>	<b>Signatures</b>
16-02 - Hawker Court - New Communal Lighting	15
16-03 - Double Yellow Lines on Marlborough Road	17
16-04 - College Avenue Parking Permit Request	15
16-05 - Herschel Village Parking Conditions	230
16-06 - Darvills Lane Parking Issues	18
16-07 - Third Crescent Parking Issues	11
16-08 - Closure and Relocation of Serena Hall	35
16-09 - Ryvers Road Parking Provision Centre Closure	19
16-10 - Winvale Residential Parking	17
16-11 - Proposal for CCTV on Merton Road	54
16-12 - Stowe Road - Parking and Litter Issues	12
16-13 - Proposal of Closure of Elliman Resource Unit	185
16-14 - Traffic Calming Measures - Stoke Garden, Grays Road, Chaucer Way and Queens Road	57
16-15 - Parking Issues on Ragstone Road	10
16-16 - Stop Social Gathering on Alexandra Road	45
16-17 - 160-196 Windsor Road part of Residents Permit Holders Scheme	23
16-18 - Wellesley Road and Richmond Crescent Resurfacing Alleyway	48
16-19 - Residents Parking Only on Elmhurst Road	38
16-20 - Parking Issues on Lismore Park	44
17-01 - Keep Absolutely Ten Pin Open	1589 / 525

17-02 - A New Surgery in Colnbrook	303
17-03 - Parking Issues – Elmshott Lane & St Andrews Way	374
17-04 - King Edward Street – Resident Parking Only	40

Responses to the petitions are detailed in Appendix A.

5. **Conclusion**

Overview and Scrutiny Committee Members are requested to note details of the report.

6. **Appendices Attached**

A - Annual Petitions Report 2016/17

7. **Background Papers**

None.

This page is intentionally left blank

**OVERVIEW AND SCRUTINY COMMITTEE – 13 April 2017**  
**Annual Petition Summary Report**

**Date Range:** 1<sup>st</sup> April, 2016 to 31<sup>st</sup> March, 2017  
 19 - Paper Petitions      4 - ePetitions

<b>Paper Petition Title</b>	<b>Signatures</b>	<b>Date Responded / Response</b>
<b>16-02 - Hawker Court - New Communal Lighting</b>	15	<p>14<sup>th</sup> Apr 2016</p> <p>The lights were installed at Hawker Court on 2<sup>nd</sup> &amp; 3<sup>rd</sup> March, 2016 and since that time Property Services has not received any complaints, telephone calls, emails or enquiries regarding the lighting; therefore this Petition is the first opportunity Property Services has had to respond and resolve these issues.</p> <p>Technically there is no actual fault with the lights, it is just that they may need minor adjustments to the programming either by altering the level that the lights dim or alter the sensitivity of the inbuilt sensors. Lighting (as with heating) can be subjective in that everybody's perception can be different and what may work for one block, may not for another. We can advise that the installation contractor, Wiggintons, attended site on 13<sup>th</sup> April, 2016 and spoke with a resident who mentioned these concerns to him and the lighting was reprogrammed. Had we been made aware of residents' concerns at the time of installation the lighting could have been adjusted several weeks ago.</p> <p>The Project Manager, has also telephoned a resident and agreed to attend the site which, given the light evenings at this time of year, will need to be after 8.30pm one evening so they can be tested in darkness. If necessary any further adjustments can then be investigated.</p> <p>On Sunday 17<sup>th</sup> April at 9.45pm the Project Manager attended Hawker Court to assess the external and lighting and the lighting in the communal areas. He was only able to gain access to 2 of the blocks and all the internal lights were working, but he concluded that the sensors on the external lights were very sluggish and did not alter to intensity until he was close to the building. The sensitivity of the sensors therefore need adjusting so they come on as people approach from further away.</p> <p>Following this an instruction was given to the lighting contractor and we can confirm that a Thorlux Engineer will attend this site on Wednesday 20<sup>th</sup> April to check and programme the lights.</p> <p>We trust this is a suitable and satisfactory response to your Petition.</p>
<b>16-03 - Double Yellow Lines on Marlborough Road</b>	17	<p>12<sup>th</sup> May 2016</p> <p>Thank you for the paper petition submitted on Friday 15<sup>th</sup> April, 2016 requesting double yellow lines on Marlborough Road.</p> <p>Marlborough Road has not been reviewed for the Pavement Parking Scheme, therefore designs</p>

		<p>for proposed restrictions have not yet been drafted. The Pavement Parking Scheme will be introduced across the entire borough in the coming years, and is being rolled out ward by ward. We have introduced the scheme in the Central Ward only at present, and we are currently in the process of reviewing 4 further wards, Elliman, Chalvey, Wexham and Baylis &amp; Stoke Wards.</p> <p>The effect of this scheme is to introduce a ban on parking on the pavements and verges, unless a specified parking bay has been painted for vehicles to do so. The scheme will be designed to national design standards to promote the free movement of pedestrians on the pavement, and vehicles on the carriageway. Double yellow lines will be placed on all junctions, bends and any area where parked vehicles hinder access or visibility.</p> <p>We have logged this request and we will consider this when Upton Ward is reviewed. We will write to all residents in the ward, and consult with Ward Councillors when the scheme is due to be implemented in this area.</p>
<p><b>16-04 – College Avenue Parking Permit Request</b></p>	<p>15</p>	<p>17<sup>th</sup> May 2016 Thank you for the submission of the above petition.</p> <p>Slough Borough Council is pleased to advise that we can consider this request. The Pavement Parking scheme is due to be introduced in the Chalvey Ward next year, letters were sent to all residents informing them about this in September 2015, and we can include this request and implement a residents permit scheme on College Avenue in the final designs for the area.</p> <p>Letters will be sent to all residents in the Chalvey Ward again before the Pavement Parking Scheme is due to be introduced with information about how to view plans for the area. In addition to this, letters will be sent to residents of College Avenue with information about how to purchase permits. Details about costs of permits and visitor vouchers are available at the following link: <a href="http://www.slough.gov.uk/parking-travel-and-roads/parking-permits.aspx">http://www.slough.gov.uk/parking-travel-and-roads/parking-permits.aspx</a></p>
<p><b>16-05 - Herschel Village Parking Conditions</b></p>	<p>230</p>	<p>18<sup>th</sup> May 2016 I will start with some background about the Pavement Parking Scheme. Complaints are received throughout the Borough about vehicles parked on pavements, causing an obstruction and forcing pedestrians to walk in the road. This is even more of a concern for vulnerable road users such as the disabled, children and the elderly, as this type of parking is dangerous and can cause serious accidents. This Scheme is being rolled out across the borough to ensure that pavements are protected for their primary purpose, the safe passage of pedestrians. As part of the scheme, bays will be marked on streets where pavements are wide enough for vehicles to be parked half on the pavement and half on the road. Unless otherwise stated, these bays will be unrestricted. Where there are no restrictions and no parking bays, parking will be permitted fully on the carriageway only, and not be permitted on the pavement.</p> <p>Junctions and bends were also identified for the implementation of double yellow line restrictions. This is to ensure that visibility and access is maintained at all junctions and bends where parking would cause an obstruction, especially for large vehicles. Yellow lines have also been proposed at locations where the available space on the carriage and footway is not wide enough to allow parking on both sides of the road.</p>



		<p>We have considered and responded to each point raised below:</p> <p>No introduction of double yellow lines, except as detailed below to address specific trouble spots: The purpose of the introduction of double yellow lines has been explained above, however we have decide to retain some of the single yellow lines on some streets, final plans will be available for residents to view before the scheme is implemented.</p> <p>Chapel Street - as parking/waiting obstructs residents from accessing their parking spaces. A barrier at each end only activated by residents is alternative option</p> <p>Double yellow lines have already been proposed along this road and these were included in the plans circulated in September. We cannot install barriers as Chapel Street is public highway.</p> <p>Alpha Street North corners with Herschel Street &amp; towards St Lawrence roundabout (corners only) Double yellow lines have already been approved and are in the process of being implemented under a permanent Order, which we consulted on between December 2015 and January 2016.</p> <p>Middle section Park Street (between Osborne &amp; Herschel Streets). In addition, move the parking bay in this section to the other side of the road to increase the number of parking spaces</p> <p>The relocation of the bays to the other side of the road will only increase the parking spaces by not more than 2 spaces since we have to provide access into Bisham Court and turning space for refuse vehicles near Bembridge Court .</p> <p>Continued acceptance of 'two wheels on' pavement parking down one side of each road overnight The purpose of this has been explained above</p> <p>The Council should reintroduce the '1 hour free &amp; free on Sundays' scheme for its car parks, encourage the shopping centre owners to do the same &amp; refresh its car parks to encourage people to use them</p> <p>Charges in Slough Borough Council car parks were reduced last year. Major refurbishments were also undertaken in the multi storey car parks, for which we now have gained Park Mark accreditation. Unfortunately we cannot influence the maintenance of or charges in private car parks.</p> <p>All pay &amp; display bays in Zone B to be available free to residents with parking permits</p> <p>Additional residents permit parking bays have been created in some of the existing pay &amp; display bays on Hatfield Road and St Laurence Way. We cannot create any further spaces as the available space must be fairly distributed for all users of the town centre.</p> <p>Car park at the corner of Alpha/Herschel St. available free to residents with parking permits This is a temporary car park which is subject to redevelopment; therefore we cannot change the use of this car park. The car park is currently free of charge after 6pm.</p>
--	--	--

		<p>New flats built in the area to have sufficient parking (including visitors) &amp; no rights to residents parking permits</p> <p>Under the Slough Local Plan Parking standards (as set out in Slough Developers Guide Part 3 - <a href="http://www.slough.gov.uk/business/planning-and-building-control/developers-guide-and-the-community-infrastructure-levy.aspx">http://www.slough.gov.uk/business/planning-and-building-control/developers-guide-and-the-community-infrastructure-levy.aspx</a>) new residential developments in the town centre or in shopping areas require a minimum of nil spaces. However, Slough Borough Council actively encourages all developers to provide parking to meet the needs of the development. Where developers do not provide parking or only a limited amount of parking, then either through legal agreements signed between the developer and the Council or as part of a planning condition related to the development it is stated that residents of the new development will not be eligible to receive on-street parking permits in any existing or future residents parking scheme.</p> <p>Better enforcement of existing regulations on Herschel Street &amp; Park Street North</p> <p>The town centre is patrolled regularly by Civil Enforcement Officers. Unfortunately we cannot have officers in all areas at all times, however ant vehicles parked in contravention of a restriction can be reported to our Control Room on 01753 875631.</p> <p>19<sup>th</sup> May 2016</p> <p>Thank you for taking the time to discuss the range of problems in the Darvills Lane garage area with local residents and forwarding their concerns and suggestions for consideration. This is an area of Chalvey that we are aware has a range of issues and the Housing Officer for the area has been working with colleagues in the Neighbourhood Enforcement Team to try to resolve some of the issues raised, specifically the litter and rubbish being dumped and ASB caused by people congregating in the area.</p> <p>However, the work done so far has only addressed issues in the short term and I and my team would like to take this opportunity to work with the residents who have signed the petition to agree on a longer term solution. We would like to consider the 3 options presented by residents, but there may be other options we can consider too.</p> <p>I am proposing that Officers from the South Neighbourhood contact you to agree a way of us working with residents over the next few months to agree a long-term solution to these issues. Initially this will include a site visit where we can all discuss the problems around this location but will then require a number of community meetings with a range of other council teams and probably other organisations like Thames Valley Police.</p> <p>I look forward to working with you and local residents over the coming months to find a long term solution to the problems being experienced.</p> <p>1<sup>st</sup> Jun 2016</p> <p>Thank you for the submission of the above paper petition. Unfortunately we do not have a record of the correspondence dated 27<sup>th</sup> May 2015.</p> <p>Third Crescent is public highway that is currently unrestricted; this means that any vehicle is permitted to park here without time limits. However, we have noted your concerns regarding</p>
<p><b>16-06 - Darvills Lane Parking Issues</b></p>	<p>18</p>	
<p><b>16-07 - Third Crescent Parking Issues</b></p>	<p>11</p>	

		<p>obstructive parking and the repair of vehicles on the public highway and have considered your request for parking controls.</p> <p>There is not sufficient capacity or adequate carriageway width to allow for a resident permit scheme, therefore we cannot consider this option. We have placed Third Crescent on our waiting list to propose double yellow lines on both sides of the road at the entrance. Once the list is reviewed, approval will be sought to carry out a formal public consultation of the proposal, and we will decide on how best to proceed based on the results of the consultation.</p> <p>With reference to the repair of vehicles and litter, this was referred to our Neighbourhood Enforcement Team to investigate. The team have advised that in such instances, they can visit the area to assess the situation, and will arrange visits at different times to Third Crescent within their available resources. It would be helpful to have feedback as to when the working on vehicles takes place so that visits can be arranged to observe and speak to the vehicle owner/mechanic. Any feedback can be given by calling 01753 875255 or by using the online reporting forms at <a href="http://www.slough.gov.uk">www.slough.gov.uk</a>. Please note that if the vehicles are parked legally and the activity being undertaken is legal, there may be little action we can take. In relation to litter being left, unless there is sufficient evidence and proof of who is creating this it is difficult to pursue, but this will be assessed at the visits.</p> <p>I hope that this response has addressed your concerns.</p>
<p><b>16-08 - Closure and Relocation of Serena Hall</b></p>	<p>35</p>	<p>15<sup>th</sup> Jun 2016 Thank you for your emailed petition received by the Council in May 2016.</p> <p>I can confirm that the matters you and your neighbours have raised are currently being investigated and I understand that the investigating case officer, has spoken to you directly giving you an update of what is being done.</p> <p>I must make it clear that the Council does not have the authority to close SHOC as per the request of the petition. However I can confirm that the Council with its partner agencies will review the options available to address issues where there is clear evidence to show that something needs to be done.</p> <p>If you wish to discuss this matter with me further please feel free to do so.</p>
<p><b>16-09 - Ryvers Road Parking Provision</b></p>	<p>19</p>	<p>13<sup>th</sup> Jun 2016 Thank you for the submission of the above petition.</p> <p>The double yellow lines recently introduced have been placed on an area of the public highway where parked vehicles were causing an obstruction to access and visibility when traversing this section. The lines have been placed on the public carriageway, and not in a designated parking area. Although residents have had the benefit of using this area for the purpose of parking vehicles, this cannot be guaranteed or relied upon.</p> <p>The demand for space on the public highway has changed considerably, there are many more</p>

		<p>cars on the roads now than in previous years and unfortunately not all drivers park considerately. The primary purpose of the public highway is the safe passage of vehicles on the carriageway and pedestrians on the pavements, and in order to maintain road safety and the movement of traffic, restrictions have become necessary in some locations.</p> <p>The restrictions have been placed at the bend only, leaving the majority of the road unrestricted. It is a vehicle owner's responsibility to find a suitable place to park, and to consider alternatives should the public highway become restricted. Unfortunately a resident does not gain any personal right to park on the public highway because they live in that street or because they have lived there for a number of years.</p> <p>A public notice advertising the proposal was printed in the local press and displayed at the location, the notices included details of where plans of the proposals could be viewed and how to make any representations. The formal consultation period ran from 18/12/2015 until 22/01/2016, and I can confirm that the process was carried out in accordance with the statutory requirements.</p> <p>With reference to your request to convert grass verges on Ryvers Road into parking spaces, our Housing Services Team are currently considering possible options to try to assist, and will contact you with the outcome as soon as possible</p>
<p><b>16-10 - Winvale Residential Parking</b></p>	<p>17</p>	<p>17<sup>th</sup> Jun 2016 Thank you for the submission of the above petition.</p> <p>Slough Borough Council is pleased to advise that this request has been placed on our waiting list along with other requests for new and amended parking restrictions around the borough. When the list is reviewed, we will investigate the request by carrying out site visits to assess the area and consider factors such as, capacity against potential numbers of permits and any road safety implications. Some parts of Winvale are managed by our Housing Department so we will also liaise with them. We will then carry out a formal public consultation of the proposal, and a decision will be made on how best to proceed based on the results of the consultation.</p> <p>If a scheme is appropriate and we gain approval to carry out a formal consultation, a public notice will be placed in the local press and displayed on street with details of how to view plans and make representations. We will also write to any resident directly affected by the proposed restrictions. Unfortunately we cannot provide timescales at present, and must advise that the process to introduce new restrictions can be a lengthy one due to the legal process involved.</p>
<p><b>16-11 - Proposal for CCTV on Merton Road</b></p>	<p>54</p>	<p>7<sup>th</sup> Jul 2016 In June 2016, a petition was received from residents in Merton Road asking for CCTV to be put up due to crime and anti- social behaviour.</p> <p>CCTV cameras are installed within areas of the Borough where crime and disorder and community safety priorities exist. This is done by a bidding system that the Police (working in partnership with the Council and other partners) use if they have an area they believe is a hot spot for crime and disorder.</p>

		<p>In order to determine if an area is suitable for a camera, the Police and Council will look at how many reports of crime, anti-social behaviour and disorder have been received. If the numbers do reflect the problems, then a camera is considered, but as a <b>last resort</b> – this is because your local neighbourhood policing team and Slough Borough Council will look at all other options they can put in place to deal with the nuisance before a camera is considered.</p> <p>Over the past 12 months, Slough Borough Council have received 6 reports of various anti-social behaviour on Merton Road. Over the same 12 months, the Police have received 7 calls to report various crime and anti-social behaviour and 5 crime reports from residents in Merton Road.</p> <p>Having monitored Merton Road due to previous requests and petitions made by residents, and collated data from the Police and Council on how many reports of crime, anti-social behaviour and disorder have been received for the past 12 months in Merton Road, there is unfortunately insufficient evidence of crime and/or anti-social behaviour to justify a CCTV camera in Merton Road at this stage.</p> <p>Residents can however put up private CCTV on their properties, as you have - provided it only covers the bounds of their property. However, the rules regarding how you use CCTV to protect your home have been updated (2015). If your CCTV system is capturing footage of individuals outside your property, then you will no longer be exempt from the Data Protection Act. You can find further information on the Council's website <a href="http://www.slough.gov.uk/crime-prevention-and-emergencies/cctv.aspx">http://www.slough.gov.uk/crime-prevention-and-emergencies/cctv.aspx</a></p> <p>However, regardless of whether your CCTV system is exempt, the Information Commissioners Office [ICO] recommends that you use CCTV in a responsible way to protect the privacy of others. More information on residents installing their own private CCTV can be found on the Information Commissioners website <a href="https://ico.org.uk/for-the-public/cctv/">https://ico.org.uk/for-the-public/cctv/</a>.</p> <p>Merton Road remains on the patrol plans for Police, who will be patrolling the area on a regular basis in order to deter any future incidents of crime and/or anti-social behaviour.</p> <p>Please continue to report any criminal activity to the Police by calling the new non-emergency number 101. If a crime is in progress or a person is in immediate danger the emergency services should be alerted by calling 999. Anti-social behaviour can be reported to the Council's Anti-Social Behaviour hotline on 01753 875298</p> <p>16<sup>th</sup> Aug 2016 Thank you for the submission of the above petition.</p> <p>We are sorry that residents are experiencing these problems on Stowe Road, I have reported these to the various teams and they have provided the following responses:</p> <p>The Neighbourhood Enforcement Team is currently in contact with Sports Direct due to the litter and rats at the back of their building. The land owner has been served with a notice under Section 4 of the Prevention of Damage by Pests Act 1949 requiring that they clear the litter, and arrange</p>
<p><b>16-12 - Stowe Road – Parking and Litter Issues</b></p>	<p>12</p>	

		<p>and undertake effective pest control treatment to eradicate the rats. Neighbourhood Enforcement will be checking the site to ensure steps have been taken.</p> <p>Regular visits are also being made to Stowe Road to see the amount of litter there is, where it is, and to establish where it is coming from. After gathering evidence, Neighbourhood Enforcement will look at taking enforcement action where possible. You can contact Neighbourhood Enforcement on 01753 875255 if you have any further concerns</p> <p>With reference to speeding vehicles, there is currently a speed table at the bend which slows vehicles down at this point, however the Integrated Transport Team have requested for some speed surveys to be carried out, and a report of the findings and any available solutions will be sent out directly to you.</p> <p>I have considered the request for parking controls, any scheme that we consider would have to include Mason Road to avoid displaced parking to this area, for this reason and due to the limited number of signatories on this petition, the Parking Team will first carry out an informal survey of all residents of both roads in the coming weeks. The survey will include different options for restrictions and also give residents an opportunity to make suggestions; we will then make a decision on how best to proceed based on the results.</p>
<p><b>16-13 - Proposal of Closure of Elliman Resource Unit</b></p>	<p>185</p>	<p>24<sup>th</sup> Aug 2016</p> <p>I would like to thank the people and families who have contacted me with their petition regarding the proposed closure of the Elliman Resource Centre. I acknowledge that this is a time of change and therefore uncertainty for you. However, I would like to take this opportunity to reassure you that your welfare has and will continue to remain pivotal to the work of the Council of allowing individuals to tailor their own support services to meet their individual needs.</p> <p>We have begun contacting the people using the Elliman Resource Centre and their families with a view to looking at their existing support networks, their interests and how these could be supported either in the community, a building or a combination of both. The thirty- seven people living with their families accessing Elliman will be contacted as part of this work. Some of the people we have already contacted have said that they are accessing activities within the community. However, they welcome the opportunity that the changes will give them to go straight to the activities at a time of their choosing with their own friends rather than having to go to Elliman first. We know that it is important that existing friendship groups that have developed between people using Elliman are maintained and we will make every effort to support this. Safeguarding people whether they remain within a building or move to the community will continue to be a shared responsibility of everyone involved in supporting people with Learning Disabilities including families, support services and the Council.</p> <p>The Council and its partners are investing in new facilities for local residents like the Curve and new leisure facilities. We are keen that people currently using Day Centres are given every opportunity to access all that is available from the local community safely and with support if needed.</p>

<p><b>16-14 - Traffic Calming Measures – Stoke Garden, Grays Road, Chaucer Way and Queens Road</b></p>	<p>57</p>	<p>16<sup>th</sup> Aug 2016 Thank you for your petition submitted to Democratic Services regarding traffic calming measures on Stoke Gardens, Grays Road and Queens Road.</p> <p>The first thing we always do when we receive requests regarding concerns about speeding/traffic calming is to carry out a speed survey to gather data on exactly how fast vehicles are travelling and how many of them are exceeding the speed limit. Introducing traffic calming measures such as speed humps or ramps can be very controversial, therefore before we go any further we need to make sure we can justify and identify the most effective traffic calming measures.</p> <p>We will therefore undertake some speed surveys after the summer holidays so that we will be able to capture the true representation of the traffic situation. The data will include automatic traffic counters (black rubber loops) on the carriageway to check the speed of the vehicles.</p> <p>I hope this information helps, and please do not hesitate to contact us with any further enquiries.</p>
<p><b>16-15 - Parking Issues on Ragstone Road</b></p>	<p>10</p>	<p>6<sup>th</sup> Oct 2016 I am writing to respond to the petition submitted on 8<sup>th</sup> September, 2016 requesting residents permit parking on Ragstone Road.</p> <p>The Council received a petition in 2012 from a number of residents of Ragstone Road requesting to be considered for residents' parking. In response to this we consulted all the residents of Ragstone Road to see whether this suggestion was supported by the majority of residents. The majority of residents who responded were not in favour of residents' parking, and therefore this was not taken forward.</p> <p>Although this petition has the minimum required signatures, the Authority would not reconsider a request for residents permit parking unless we are satisfied that the majority of residents are in favour of such a scheme, i.e. 60% or more. For this reason unfortunately we are unable to progress this request further at present.</p> <p>I apologise that we could not assist further on this occasion.</p>
<p><b>16-16 - Stop Social Gathering on Alexandra Road</b></p>	<p>45</p>	<p>4<sup>th</sup> Oct 2016 Further to your paper petition regarding the above and our meeting of 30<sup>th</sup> September, 2016. I am writing to confirm the following actions which were discussed and agreed:</p> <ul style="list-style-type: none"> <li>• The Anti-Social Behaviour Co-ordinator will send out Anti-social Behaviour (ASB) incident diaries to all signatories on the petition to get more detailed information, over the course of next six weeks, about exactly what is happening and when</li> <li>• Once in receipt of the completed ASB incident diaries, a residents meeting will be organised to decide the next course of action</li> <li>• A separate meeting will be held with the elders/church leaders of the Roma community to seek</li> </ul>

		<p>their views and a way forward. Representatives of Slough Borough Council and Thames Valley Police will attend this meeting</p> <ul style="list-style-type: none"> <li>The Police will continue to patrol Alexandra Road (resources permitting) to prevent large groups congregating</li> </ul> <p>As mentioned above, ASB incident diaries have been sent out today and I have enclosed one for you to complete and return.</p> <p>Once the ASB diaries have been completed and returned by residents and yourself, I will contact you again in 6-7 weeks giving details of the residents meeting.</p> <p>In the meantime, if you require any further information please do not hesitate to contact me.</p>
<p><b>16-17 - 160-196 Windsor Road part of Residents Permit Holders Scheme</b></p>	<p>23</p>	<p>17<sup>th</sup> Oct 2016 Thank you for the submission of the above petition.</p> <p>Slough Borough Council is pleased to advise that we can consider this request and it has been placed on our waiting list. The process to implement such schemes is currently under review and therefore we are unable to provide timescales at present, however we must advise that this may be several months.</p> <p>Letters will be sent to affected residents when the scheme has been designed with information about the proposal, and how to make representations before any scheme is implemented. A decision will then be made on how best to proceed based on any feedback.</p>
<p><b>16-18 - Wellesley Road and Richmond Crescent Resurfacing Alleyway</b></p>	<p>48</p>	<p>16<sup>th</sup> Nov 2016 Thank you for your petition submitted on Wednesday 19<sup>th</sup> October, 2016 regarding the above matter.</p> <p>The alleyway is not an adopted highway and therefore cannot be maintained by Slough Borough Council free of charge.</p> <p>We have undertaken a cost estimate for the resurfacing and pre-cleansing works and the cost will be £15,000. There are 46 properties adjoining the alleyway, therefore the costs of the proposed works will have to be divided and each household would be required to contribute approximately £300.</p> <p>Furthermore it is possible that Slough Borough Council may contribute towards the resurfacing works and this will result in households paying approximately £150 each. Should all residents agree to make payment and once the Council has received the full contribution, then works will be completed very quickly.</p>
<p><b>16-19 - Residents Parking Only on Elmhurst Road</b></p>	<p>38</p>	<p>25<sup>th</sup> Nov 2016 Thank you for the submission of the above petition.</p> <p>Slough Borough Council is pleased to advise that we can consider this request, and it has been</p>



		<p>placed on our waiting list for projects to be delivered in 2017/18. The process to implement such schemes is currently under review and therefore we are unable to provide timescales at present, but we must advise that the implementation of such schemes can take several months.</p> <p>Once we have allocated a resource to further investigate and design a scheme, letters will be sent to affected residents with information about the proposal. Details of how to make representations before any scheme is implemented will also be provided, and a decision will then be made on how best to proceed based on any feedback received.</p>
<p><b>16-20 - Parking Issues on Lismore Park</b></p>	<p>44</p>	<p>5<sup>th</sup> Jan 2017 Thank you for the submission of the above petition.</p> <p>The pavement parking ban was introduced in this area to protect the pavements, and ensure that they were safe for their primary purpose which is the safe passage of pedestrians, especially vulnerable users. With reference to Grasmere Avenue and Moray Drive, bays were placed half on the pavement on roads where the pavement width was wide enough, and this scheme has only been introduced in the Central Ward and parts of Elliman Ward which were previously in the Central Ward, therefore Moray Drive was not included in this scheme. The pavement parking ban will not be revoked on Lismore Park.</p> <p>The carriageway was left unrestricted to allow for some parking, and we rely on drivers to park considerately as we cannot regulate all parking on the public highway. However as concerns have now been raised about the safe passage of vehicles on the carriageway and the increased traffic to the area, this location is already on our waiting list for the restrictions to be reviewed along with other requests for new and amended restrictions around the borough.</p> <p>When the list is reviewed, we will carry out site visits to assess the area. If a scheme is appropriate and we gain approval to carry out a formal consultation, a public notice will be placed in the local press and displayed on street with details of how to view plans and make representations. Unfortunately we cannot provide timescales at present as we have recently reviewed the process to implement such projects, and must advise that the process to introduce new restrictions can be a lengthy one due to the legal process involved. In the meantime we recommend that any dangerous parking is reported to The Police.</p>
<p><b>17-01 - Keep Absolutely Ten Pin Open</b></p>	<p>in borough - 1589 out borough - 525 303</p>	<p>31<sup>st</sup> Jan 2017 Following consideration of the above petition at Council meeting on 31<sup>st</sup> January, 2017 the Council resolved that no further action be taken with regard to the petition.</p>
<p><b>17-02 - A New Surgery in Colnbrook</b></p>		<p>17<sup>th</sup> Feb 2017 As this is a National Health Service decision to close the surgery this petition would need to be considered by the Clinical Commissioning Group (CCG) / National Health Service (NHS).  The Council is working with the CCG and NHS England to identify alternative options.</p>

17-03 - Parking Issues – Elmshott Lane & St Andrews Way	374	Response due by – 28 <sup>th</sup> Mar 2017 Response to follow
17-04 - King Edward Street – Resident Parking Only	40	Response due by – 17 <sup>th</sup> Apr 2017 Response to follow

ePetition Title	Signatures	Date Responded / Response
<b>One Way System on Chalvey</b>	3	<p>12<sup>th</sup> Apr 2016 With reference to your Online petition request – One Way System on Chalvey.</p> <p>The Council is not able to accept this petition as it is has fallen below the minimum threshold of 10 signatories.</p>
<b>Slough Estates Proposed Parking Order</b>	21	<p>10<sup>th</sup> May 2016 Thank you for submitting this petition in response to the formal consultation carried out between 26/02/2016 and 18/03/2016 for the proposal to introduce new waiting restrictions on Slough Trading Estate.</p> <p>The scheme was proposed following complaints about vehicles parked inconsiderately around the trading estate, which restrict visibility and access for pedestrians on the pavements and vehicles on the carriageway, especially for larger commercial vehicles which require access to the businesses on this industrial estate. Site checks were carried out when designing the scheme and the congestion is very obvious, therefore the whole estate was reviewed to avoid displaced parking. The restrictions have been proposed mainly on the public highway, and some private roads, and not on any designated parking areas. Whilst residents have had the benefit of parking here, unfortunately this cannot be guaranteed or be relied upon, as carriageways can be restricted at any time if road safety becomes a concern.</p> <p>However, Slough Borough Council has reviewed the original proposal and amended the scheme on Henley Road and Yeovil Road to reach a compromise and retain some parking space, while also maintaining road safety and considering the needs of the businesses.</p> <p>We now have approval to proceed with these restrictions. The Traffic Regulation Order has been sealed and a notice to advertise this was published in the local press 29/07/2016, and an order has been placed to now implement the new restrictions.</p>
<b>Keep Absolutely Ten Pin Open!</b>	2	<p>16<sup>th</sup> Dec 2016 With reference to your Online petition request – Keep Absolutely Ten Pin Open!</p> <p>The Council is not able to accept this petition as it is has fallen below the minimum threshold of 10 signatories.</p>
<b>Double Yellow lines opposite 223 Humber Way</b>	20	<p>14<sup>th</sup> Feb 2017 I am writing in response to the ePetition that closed 14<sup>th</sup> February 2017, requesting double yellow lines at the back of your house in Humber Way.</p> <p>Unfortunately the Authority is unable to consider this request; double yellow lines cannot be implemented to protect individual driveways. The correct marking for this is an access bar marking which can be placed at the crossing point, but not on the opposite side of the road. In situations where there are problems exiting a driveway, it is always recommended that you drive out forward on to the road, as this increases visibility and manoeuvrability.</p>

		<p>This petition is not sufficient to support restrictions to cover a larger area to address the other concerns you have raised, as this would affect all residents and the majority of signatories on the petition are not residents of Humber Way. I apologise that we could not assist further on this occasion, and have enclosed an application form for an access bar marking.</p>
--	--	--

**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)	P	
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	P	
Nazir	P	P	P	P	P	P	P	P	P	
Parmar	Ap	Ab	P	P* (from 6.42pm)	P	Ap	P	P	P	
Sadiq	P	P	P* (from 6.44pm)	P	P* (until 8.20pm)	P	P	A	P	
A.Sandhu	P	P	Ap	P	P	P	P	P	P	
R.Sandhu	Ap	P	P	P	Ab	P	P	P	P	
Strutton	P	P	P	Ap	P	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	

P = Present for whole meeting

Ap = Apologies given

P\* = Present for part of meeting

Ab = Absent, no apologies given

This page is intentionally left blank