

Date of issue: Wednesday, 5 July 2017

MEETING:	OVERVIEW & SCRUTINY COMMITTEE (Councillors Sadiq (Chair), Chahal (Vice Chair), Chaudhry, N Holledge, Parmar, Rana, Sarfraz, A Sandhu and R Sandhu)
DATE AND TIME:	THURSDAY, 13TH JULY, 2017 AT 6.30 PM
VENUE:	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	SHABANA KAUSER 01753 787503

NOTICE OF MEETING

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



ROGER PARKIN
Interim Chief Executive

AGENDA

PART I

<u>AGENDA</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
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CONSTITUTIONAL MATTERS

1. Declaration 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.

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|----|--|-------|-----|
| 2. | Minutes of the Last Meeting held on 13th June 2017 | 1 - 4 | - |
| 3. | Action Progress Report | 5 - 6 | All |

SCRUTINY ISSUES

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

<i>(An opportunity for Committee Members to ask questions of the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).</i> | | |
| 5. | Thames Valley Transactional Services Centre Annual Report: March 2016 - April 2017 | 7 - 34 | All |
| 6. | Performance and Projects Report: Quarter 4 2016/17 | 35 - 52 | All |
| 7. | Financial Report - Final Outturn 2016-17 | 53 - 64 | All |
| 8. | Five Year Plan - Outcome 3 | 65 - 68 | All |

MATTERS FOR INFORMATION

- | | | | |
|-----|--|---------|-----|
| 9. | Forward Work Programme | 69 - 74 | All |
| 10. | Attendance Record | 75 - 76 | - |
| 11. | Date of Next Meeting - 14th September 2017 | | |

Press and Public

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Please contact the Democratic Services Officer shown above for further details.

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Overview & Scrutiny Committee – Meeting held on Tuesday, 13th June, 2017.

Present:- Councillors Sadiq (Chair), Chahal (Vice-Chair), Chaudhry, N Holledge, Parmar, Rana, Sarfraz, A Sandhu and R Sandhu

Apologies for Absence:- None.

PART I

1. Declarations of Interest

No declarations were made.

2. Minutes of the Last Meeting held on 13th April 2017

Resolved – That the minutes of the meeting held on 13th April 2017 be approved as a correct record.

3. Appointment of Scrutiny Panels

The Committee considered a report seeking approval for the establishment of a number of Scrutiny Panels and the appointment of Members to serve on them for the 2017/18 municipal year.

Resolved –

- (a) That the Panels set out in paragraph 5.1 of the report be appointed for the 2017/18 Municipal Year.
- (b) That the allocation of seats to the Panels be noted (paragraph 5.2 of the report).
- (c) That the allocation of Chairs and Vice-Chairs of the Panels be agreed on the basis set out in paragraph 5.3 of the report and that each Panel be invited to appoint a Chair and Vice-Chair at its first meeting.
- (d) That Members be appointed to serve on each of the Panels as set out below:

Education & Children's Services Scrutiny Panel – Councillors Anderson, Brooker, Carter, Chahal, Chohan, N. Holledge, Kelly, Pantelic, Qaseem

Health Scrutiny Panel – Councillors Chaudhry, M. Holledge, Pantelic, Qaseem, Rana, A. Sandhu, Sarfraz, Smith and Strutton.

Neighbourhoods & Community Services Scrutiny Panel – Councillors Anderson, Davis, N. Holledge, Kelly, Mann, Plenty, Rasib, Swindlehurst and Wright.

Overview & Scrutiny Committee - 13.06.17

- (e) That the following co-opted Members be appointed to the Scrutiny Panels:

Education & Children's Services Scrutiny Panel

Voting Co-opted Members:

Church of England – nomination awaited
Roman Catholic Church – Jim Welsh
Parent Governor Representatives – two nominations awaited

Non-Voting Co-opted Members:

Head Teacher Representative – Maggie Stacey
Secondary School Teacher Representative – Jo Rockall
Primary School Teacher Representative – nomination awaited
Slough Youth Parliament – Hamza Ahmed

Health Scrutiny Panel

Non-Voting Co-opted Members:

Healthwatch Representative – Colin Pill
Member from the Buckinghamshire Health and Adult Social Care
Select Committee – nomination awaited

Neighbourhoods & Community Services Scrutiny Panel

Non-Voting Co-opted Members:

Active Tenant Group Representative – nomination awaited
Leasehold Forum Representative – nomination awaited

4. Member Questions

None received.

5. Forward Work Programme

The Scrutiny Officer introduced a report which set out the proposed work programme for the Committee in 2017/18. The following was agreed:

- The items for 13th July 2017 were confirmed as per Appendix A to the report.
- A report on Childhood Obesity to be added to agenda for 14th September 2017 (to include progress since the 2014 scrutiny review and the current position). The item would provide an opportunity to scope the terms of reference for a potential Task & Finish Group.

Overview & Scrutiny Committee - 13.06.17

- The Police & Crime Commissioner and Chief Constable presentation to be added to the agenda for the 16th November 2017 meeting. No further items to be added to this meeting.

Resolved – That the Work Programme for the 2017/18 municipal year be agreed as at Appendix A to the report, subject to the above amendments.

6. Date of Next Meeting

The date of the next meeting was confirmed as 13th July 2017.

Chair

(Note: The Meeting opened at 8.08 pm and closed at 8.20 pm)

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Action Progress Report

12th January 2017

Minute:	Action:	For:	Report Back To: Date:
50	Re: Environmental Services Teckal Company. Further reports would be provided to Members on other aspects of the insourcing in the coming months.	Environmental Strategy & Governance Manager	OSC As appropriate

2nd February 2017

Minute:	Action:	For:	Report Back To: Date:
60	Members asked why there had been a reduction in the percentage of customers seen within a 30 minute time period given that there was a reduction in the total number of customers seen in that quarter compared to the same time period for the previous year. It was agreed that an explanation and further information would be provided to the Committee.	arvato	OSC July 2017

9th March 2017

Minute:	Action:	For:	Report Back To: Date:
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	Resolved – 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 th April 2017

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 13th July 2017

CONTACT OFFICER: Roger Parkin, Strategic Director Customer & Community Services
Neil Wilcox Assistant Director Finance and Audit

(For all enquiries) (01753) 875207

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

THAMES VALLEY TRANSACTIONAL SERVICES CENTRE - ANNUAL REPORT APRIL 2016 – MARCH 2017

1 Purpose of Report

The purpose of this report is to provide Overview and Scrutiny Committee members with a strategic overview of contractual performance for the Thames Valley Transactional Services Public Private Sector Partnership. The period of reporting covers the performance outturn for contract year 5 (April 2016 – March 2017)

2 Recommendation(s)/Proposed Action

The Committee are asked to note and comment on Arvato's performance in delivering the Thames Valley Transactional Services contract for the period of April 2016 – March 2017 and advise of any specific reporting requirements for future scrutiny Committee meetings.

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

3a. Slough Joint Wellbeing Strategy Priorities

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

3b Civic responsibility

The partnership remains committed to delivering against its Civic responsibilities and this contract continues to demonstrate arvato's commitments to Aspire as an active member of their board.

Arvato are members of the Thames Valley Chamber of Commerce and the Slough Business Community Partnership. Their contribution includes annual sponsorship of the Slough award for Innovation to successful local businesses

Arvato continue to be actively involved in various local initiatives to help support the borough and its residents. These have included volunteering workshops, training schemes and multiple charity and fundraising events which have directly impacted 153 young people.

Over the course of Contract Year 5 arvato have broadened their base to actively support young people with their involvement in the 'Get into technology' programme - which has resulted in two placements on a year long ICT apprenticeship.

3c Five Year Plan

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

4 Other Implications

(a) Financial

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

(b) Risk Management

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

		closely located to the council offices and as such allows for an easier commute from SMP to Phoenix one for meetings / service issues
Human Rights	Not applicable	
Health and Safety	Arvato have access to their own corporate Health and Safety services	The Council has opportunities to draw on Arvato corporate resources to assist the council as required.
Employment Issues	All staff delivering Transactional services were successfully TUPE'd over to Arvato.	There is a requirement within the contract deliverables for Arvato to offer employment opportunities to the people of Slough and actively encourage this through their recruitment processes. This is performance managed as part of the reporting process to Scrutiny - at the time of writing this report the partnership had circa 130 staff on the original T & C's in post.
Equalities Issues	Not applicable - Council policies apply as part of the Staff transfer	
Community Support	Arvato UK headquarters based in Slough	Arvato continue to support community projects, working with Slough mobility, board member of ASPIRE, development of the Arvato apprenticeship academy - strengthening employment opportunities for local residents.
Communications	There is a joint partnership arrangement in place to share information and manage communication	Access to a wider communications network allows the authority to benefit from more positive exposure, marketing and promotion
Community Safety	The employment of Neighbourhood benefit officers provide a more locally accessible and tailored service to local residents	Improved access to services and opportunities to work with our most vulnerable residents to maximise benefits take up.

Financial	Agreed pricing model , KPI framework and Payment mechanism which can be reviewed annually as the councils priorities change	Allows the partnership the flexibility to focus on emerging priorities faced by the council and the services it delivers to manoeuvre the contract delivery to ensure the most appropriate direction of travel as determined by the Council
Timetable for delivery	The contract is in place for a period of 10 years from April 1 st 2012 – March 2022. This means that both Phase 1 & Phase 2 services run concurrently	Timescales allow for services to be embedded and focus on service improvements
Project Capacity	Not applicable - this is not a project	

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

Not relevant

(d) Workforce

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

5 **Supporting Information**

See Appendix 1 for the full contract year performance covering the period of April 2016 – March 2017.

Appendix 2 for performance outturn for the full Contract year 5 - 16/17

6 **Comments of Other Committees**

Not relevant.

7 **Conclusion**

From an 'Added Value' perspective, the contract has excelled this year in terms of their commitments to support young people.

Contract Year 5 has seen the Apprenticeship scheme intake exceed contract profile for Year 5 from 9 apprentices to an actual intake of 14. Overall this has meant that

against an intake of 36 for years 1-5, arvato have filled 48 apprenticeship placements for the first 5 years.

To demonstrate arvato's strategic commitment to supporting Slough, they have been working in collaboration with Slough Children Services Trust to develop a bespoke LAC Placement Scheme which will commence in Contract year 6. At the time of writing this report the scheme was live with two apprentices in employment - further details will be provided in January 2018 report .

The contract has continued to show a steady growth in Private sector business with the award of an additional third party contract - Benefit Cosmetics and an increase in business for their Telefonica Smart Homes Contract. The impact on Slough has resulted in increased job opportunities for Slough residents which arvato will provide details of at the board presentation.

From a contract performance perspective, contract year 5 has seen a step change in improvement in some service areas such as Customer Services and Business Rates, and under achievement on specific targets within the suite of KPI'S for Revenues and Benefits, ICT, and Logistics. At the time of writing this report, the Contract Annual Review Board was yet to meet to discuss the final outturn. At this meeting the contract year performance service by service will be discussed and signed off with our Commissioners.

8 **Appendices Attached**

Appendix 1 – Contract Year 5 April 2016 – March 2017

Appendix 2 – Performance figures for the relevant reporting period

9 **Background Papers**

None.

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The Slough Borough Council and Arvato partnership

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Scrutiny Report

Contract Year 5 review



Strategic Summary - Executive Summary

- This year has seen continued improvements across services, and we're reviewing operations (service realignment) against the council's emerging needs to ensure continued fit
- We collect £13m more Council Tax per year now than in 2013-14, and are closing the gap on national averages
- Customer Survey:
 - 90% of customers say the Customer Service Centre is Excellent or Good
 - 91% of customers say their query was dealt with at first contact
 - 84% of customers say the telephone Contact Centre is Excellent or Good
- New tools and techniques are being used to improve processing and efficiency
- We've now created over 400 new jobs in Slough since the start of the partnership
- We're upgrading end of life infrastructure, providing a solid platform for Digital Transformation

Halfway through the contract, we're seeing continued improvements across services, and the partnership has identified further areas for improvement –

"WE'VE COME A LONG WAY, WE'VE MORE TO DO...."



Outsourced Service Portfolio



Revenue Collections

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



ITC Services

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



Customer Services

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



Housing Benefit Claims

- New and Case Management
- Benefits Payments Services



Logistics

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

Additional Services



Strategic Projects

- Agresso



Transactional Finance

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



Payroll & Transactional HR

- Consultancy & Training, L & D
- Recruitment



→ Cyber Security

Our continued growth in Slough



- Head office activities fully embedded at Phoenix One with 30+ corporate staff
- Slough Council, including Revs & Bens, IT, Customer Services, Finance, Payroll, Logistics (c200 FTE)
- BMW Customer interaction centre (c200 FTE)
- Zara.com Customer services (110 – 150 FTE)
- Renault Customer Services including Dacia (20 – 30 FTE)
- Increasing Telefonica (O2) Smart Homes customer services account (15 FTE)
- Benefit cosmetics going live

Our apprenticeship committment

Contract Year	Target No. of apprentice positions	No. of Apprentice Positions filled	% Successful qualification achievement	No. retained in full time positions and functional areas
Year 1	6	5	100%	3 - Finance, Benefits and Transactional-HR
Year 2	6	6	100%	4 - Logistics, Customer services x3 and Transactional-HR
Year 3	6	7	71%	4 - Customer Services x2, HR Services and Transactional-HR
Year 4	9	16	91%	9 - Benefits, Customer Services x2, HR services x2, facilities, BMW x 2, IT
Year 5	9	14	N/A	12 + 2 LAC starting 8/5/17
YTD Total	36	48		

- Arvato continues to support apprentices in Slough – it is the main pillar of our recruitment and local engagement strategy. As the figures above show we are currently running ahead of annual targets and expect that trend to continue as we are able to expand our operations in Slough.

Slough Jobs & Engagement

Original FTE on TUPE List	Current number of FTE in Slough (Excl Apprentices)	% Increase in FTE roles based in Slough	Comments
135	750	426%	Indicative target was to exceed 50% of original TUPE transferred FTE.

- Over 400+ new jobs for Slough
- Arvato sponsors the Slough Business Awards
- Arvato are Members of Thames Valley Chamber of Commerce, and Slough Business Community Partnership
- Arvato on board of Slough Aspire

National Apprenticeship Service recognition

- Arvato named as Top 100 Apprenticeship Employers 2016 and also Top 100 Employers for School Leavers.
- Arvato has been recognised on the annual Top 100 Apprenticeship Employer list as one of the UK's best apprentice employers by National Apprenticeship Service
- Nationally, approximately two thirds of our trainees move into full-time roles, with a promotion rate of 62 per cent for those that become permanent employees, far outstripping the national average of 23 per cent.
- Arvato's apprenticeship programme provides a 12-month apprenticeship with an NVQ Level 2 qualification in business administration or ICT and vocational placements across a range of departments, including finance, procurement and customer service.
- Since 2012, 79 trainees have completed or are currently completing an apprenticeship with Arvato – 48 of these are in Slough (including current placements)



TOP 100
APPRENTICESHIP
EMPLOYER
— 2016 —

Brought to you by
National
Apprenticeship
Service

Sponsored by
centrica

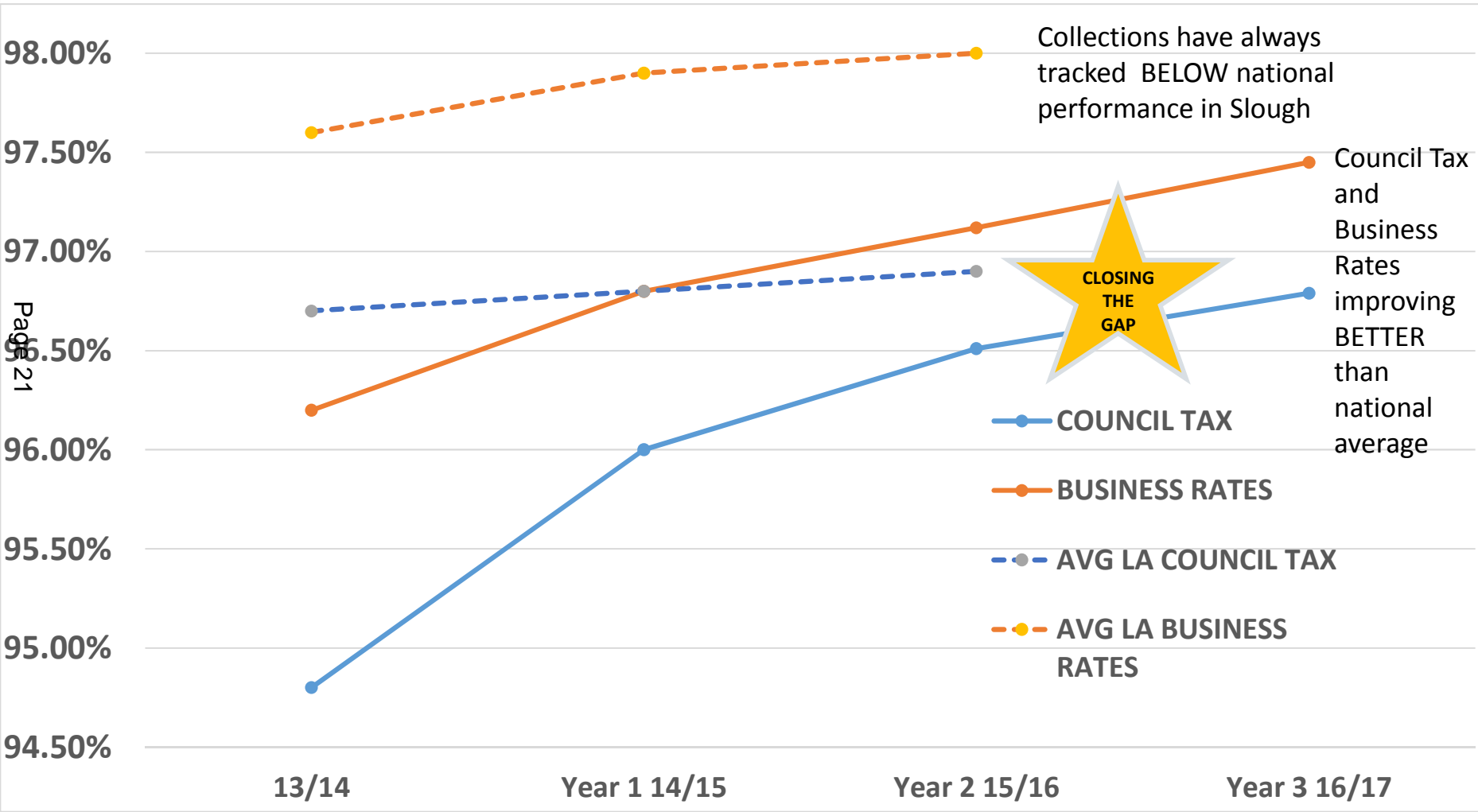
Other Arvato Activities

- Arvato's employees delivered a wide range of fundraising and volunteering initiatives that directly impacted and inspired 153 young people, based on the number of individuals impacted through volunteering workshops hosted and attended.
- Arvato has raised over £30,000 - this money will help the Trust further support young, disadvantaged individuals in our local communities through a range of training schemes, with a focus on developing their key skills, confidence and motivation.
- 48 colleagues braved Tough Mudder challenges across the UK – 12-mile obstacle courses, which combine 40 tonnes of ice with half a million litres of mud. The team raised a fantastic £5,104 for the charity.
- Another strong focus for the year was our involvement with the 'Get into Technology' programme. The four-week pilot scheme, delivered in partnership with Fujitsu, incorporated ICT training modules and work experience challenges at our offices in Slough. Two candidates were chosen to join Arvato based on their enthusiasm, willingness to learn, ability to challenge themselves and to develop their careers. Zain Malik and Ravenveer Dhaliwal joined our business in Slough and commence a year's long ICT apprenticeship.
- Currently in discussions with Princes Trust regarding running another 'Get into' programme.



**PROUD TO BE A
PATRON**

Council Tax and Business Rates Collections



- Backdrop:
- Unique mix of large and small business
 - High failure rate
 - Unique demographic

3 year collections agreement summary

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£000	Target %	Actual %	% variance	Actual Collection in year	Annual Under Performance Variance	Annual Over/Under Performance Variance	Est. collections vs 13/14 actual adj to exlcude increasing base effect	collections vs 13/14 actual (inc increasing Base impact)
COUNCIL TAX						(Adj for Council retention @c84%)	(Adj for Council retention @c84%)	
13/14		94.80		49,859	-	-	-	-
Year 1 14/15	96.00	96.00	0.00%	51,662	0	0	531	1,803
Year 2 15/16	96.60	96.51	-0.09%	53,590	-50	-42	757	3,731
Year 3 16/17	97.10	96.79	-0.31%	56,958	-182	-154	881	7,099
					-232	-196	2,170	12,633
BUSINESS RATES						(Adj for Council retention @c29%)	(Adj for Council retention @c29%)	
13/14		96.20		92,126	-	-	-	-
Year 1 14/15	96.40	96.80	0.40%	94,374	390	113	167	2,248
Year 2 15/16	96.70	97.12	0.42%	96,605	418	121	256	4,479
Year 3 16/17	97.00	97.45	0.45%	98,090	453	131	347	5,964
					1,261	366	769	12,691
						Over performance against business case targets (retained by SBC)	Increased collection vs 13/14 (exl impact of increasing bases & retained by SBC)	Cumulative Increased collections since 13/14
Year 1 Total 14/15					390	113	698	4,051
Year 2 Total 15/16					368	79	1,013	8,209
Year 3 Total 16/17					271	-22	1,228	13,063
Total 3 year collection deal					1,028	170	2,939	25,324

- With further support of £270k (90k per annum), the ROI is c 1000%, delivering £2.9m above 13/14 performance levels
- To indicate direct benefit only, this includes adjustments to estimate the % of collected revenues **retained** – 84% for Ctax 29% for NNDR
- In total we have cumulatively collected £25m more than if collecting the 13/14 levels.
- We now collect 13m more per year than in 13/14.

Customer Services

All annual 16/17 KPIs met with nearly all targets delivering a year on year improvement.

- FOH – a Focus on reducing longest wait during quarter 4.
Q4 longest wait (avg.) 14/15 – 3hr34m 15/16 – 3hr23m 16/17 – 2hr16m.
- More progress is expected with a new performance indicator due this year
- Contact centre saw annual 3% improvements in overall calls answered and calls answered within 60 seconds whilst absorbing a 3% increase in call volumes.

We installed a new public address system allowing us to make the customer name announcement more professional – a direct result of councillor feedback

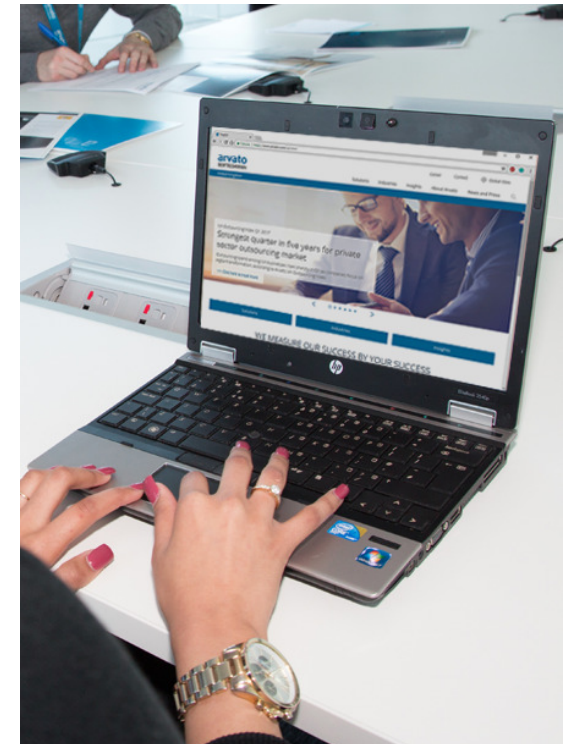
We re-engineered processes to improve customer journeys for efficient service delivery:

- Blue Badges - following councillor advice. Reduction in blue badge repeat contacts by introducing an acknowledgement letter explaining next steps upon receipt of an application form
- Liaised with the Housing Demand team to review and improve the homeless triage process
- Positive Customer Service Survey results



Other operational areas

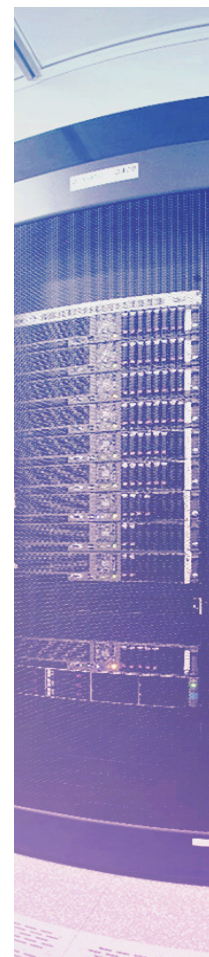
- All annual billing and year end activities for both revenues and benefit functions completed without incident. This was of specific note with regards Business Rates billing, with very late notification of changes coming from the government.
- Vast majority of live KPI's met in Transactional Finance, Transactional HR & Payroll and Logistics for 16/17.
- Logistics missed March 17 DIP target due to upgrade complications on scanning equipment creating a service backlog. The backlog was recovered shortly after the month end.
- Both TF & TH&P underwent significant change during the year following the implementation of the Councils new Agresso ERP platform. Both services went live during the year and have been operating for a number of months.
- The transition was not without challenge in both services with limited remediation work on going in preparation for the Self service functionality roll out later this year.
- A number of KPI's in both services were suspended during initial transition periods.



Service Developments

DIGITAL TRANSFORMATION & IT

- Arvato is working with Slough in contributing to the exciting Digital Transformation agenda.
- Many work packages, such as new CRM and improved customer choice on access to services and ability to self-serve, are all dependent on development of a council plan for Digital Transformation
- Whilst this is being developed in Slough, Arvato will concentrate efforts on improving the underlying technical infrastructure, which in many cases is end of life.
- This preparatory work will pave the way for future services, and their increased need for a stable and future proofed supporting infrastructure.
- Much closer collaborative working is starting to bear fruit, with a move towards a shared real-time visibility of projects and their interactions
- The Curve project was completed, including the decommissioning of the old library
- Work is underway to replace the council's Telephony, tied in with the a new wide area network
- Major upgrades have been delivered to social care and housing systems, supporting RMI and Self Serve
- Arvato continues to make improvements to helpdesk operations, allowing for greater visibility of the progress made against any work requests and projects



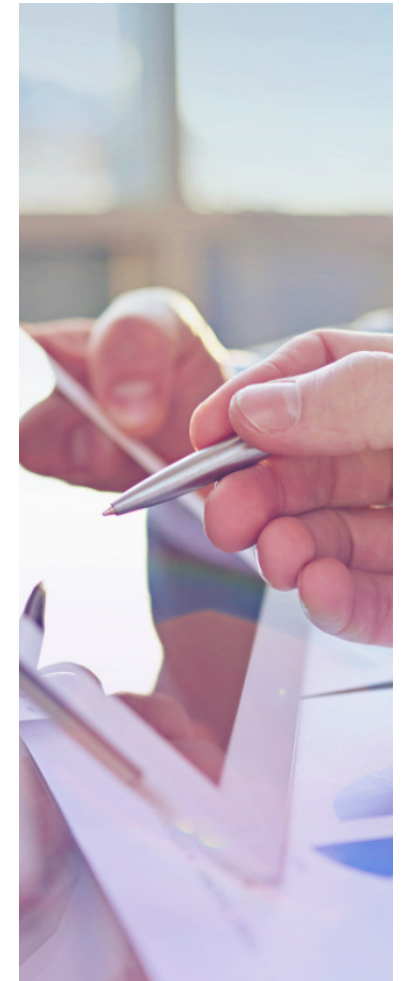
Service Developments

REVENUES COLLECTIONS INNOVATION

- The first committal proceedings done in Slough for a long time have resulted in payment of significant arrears
- This ought to have a resonating effect with customers in understanding Slough is resolute in seeking payment
- Further debt collection techniques have been used such as text, and such work will be even more effective with a functional CRM for 'one view' of the customer

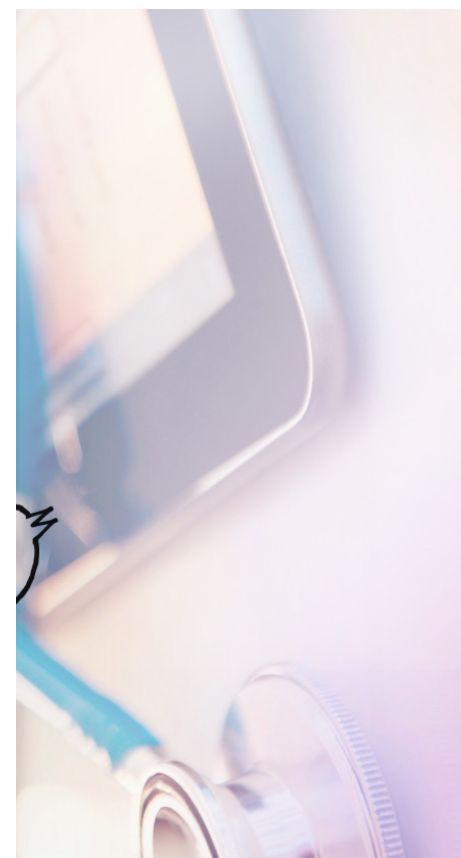
ROBOTIC PROCESS AUTOMATION

- Robotic processes allow us to automate commonly occurring processes
- Arvato is a leader in the market, with RPA forming an increasing part of back office operations for local government and commercial
- Attachment of benefit and return from enforcement agent in preparation
- Change of address, deaths, discount reviews and refunds are all planned for this year in Phase 2.
- Once proven, we will then look to extend to other processes in Slough



The Future

- Arvato and Slough BC will be working together on a raft of significant activities, such as:
 - Environmental Services DSO
 - RMI reprovision
 - Accommodation strategy impact
 - Digital strategy and CRM
 - New unified telephony solution
 - ICT platform modernisation
 - Agile workstyles and modern tools for officers
- Building on the legacy of creating over 600 jobs in Slough, winning new business and recruiting local people
- Working with local charities and seeking improvement in the quality of life and access to services for vulnerable people
- Bringing across more innovation and technology from Arvato's private sector business



Thank you



2016/17 KPI Annual Summary																
KPI	KPI Description	Assessment Duration	Target	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Annual Result
Customer Services																
CS01A	% of customers Ctax customers whose enquiry commenced within 30 minutes.	Annual	70.00%	79.90%	66.60%	45.50%	64.30%	72.60%	71.40%	57.00%	62.50%	79.10%	84.70%	89.00%	80.80%	71.12%
CS01B	% of CTS & HB customers whose enquiry commenced within 30 minutes.	Annual	70.00%	83.40%	73.00%	52.10%	69.10%	76.50%	68.60%	59.60%	65.30%	81.20%	83.90%	85.20%	71.00%	72.41%
CS01C	% of Housing Services customers (Homelessness) whose enquiry commenced within 30 minutes.	Annual	70.00%	93.80%	93.80%	66.90%	61.60%	77.10%	68.70%	72.20%	59.70%	72.40%	83.20%	78.40%	67.50%	74.61%
CS01D	% of Housing Services customers (non Homelessness) whose enquiry commenced within 30 minutes.	Annual	70.00%	88.10%	73.10%	55.60%	64.50%	79.20%	74.20%	59.10%	69.90%	84.10%	80.90%	86.80%	74.80%	74.19%
CS01E	% of Reception (General) Customers whose enquiry commenced within 30 minutes.	Annual	90.00%	100.00%	68.90%	88.10%	97.30%	98.60%	98.60%	98.90%	97.60%	99.40%	99.70%	98.90%	99.30%	95.44%
CS02	Respond to Electronic contact within 10 working days, or pass to relevant section 1 working day.	Annual	65.00%	71.80%	71.40%	70.70%	62.10%	85.50%	60.20%	69.20%	74.90%	74.40%	69.70%	76.40%	74.60%	71.74%
CS03A	% of Ctax calls offered to the ACD answered within SLA.	Annual	45.00%	50.70%	51.80%	27.70%	51.20%	56.00%	43.20%	37.20%	54.40%	63.70%	43.00%	54.50%	50.20%	48.63%
CS03B	% of CTS & HB calls offered to the ACD answered within SLA.	Annual	80.00%	89.90%	85.40%	75.50%	86.90%	81.30%	83.60%	80.30%	88.00%	91.90%	87.70%	88.00%	86.20%	85.39%
CS03C	% of Housing Services calls (non homelessness) offered to the ACD answered within SLA.	Annual	45.00%	50.30%	49.20%	35.20%	61.90%	66.20%	45.40%	52.60%	63.30%	66.40%	46.60%	56.10%	52.40%	53.80%
CS03D	% of Housing Services calls (homelessness) offered to the ACD answered within SLA.	Annual	45.00%	50.60%	51.00%	74.50%	59.40%	69.60%	39.40%	57.10%	60.20%	64.80%	45.70%	54.40%	64.60%	57.61%
CS03ci	%age of Housing Services (Non-Homelessness) Calls answered	Annual	76.00%	85.00%	82.10%	35.90%	87.20%	82.40%	81.40%	81.70%	86.90%	90.30%	81.40%	85.20%	82.50%	80.17%
CS03di	%age of Housing Services (Homelessness) Calls answered.	Annual	78.00%	83.50%	83.00%	76.20%	86.50%	76.70%	79.40%	86.20%	89.10%	81.50%	79.90%	81.00%	85.80%	82.40%
CS03E	% of Adult Services calls offered to the ACD answered within SLA.	Annual	75.00%	90.30%	66.80%	67.20%	78.90%	77.90%	75.90%	83.00%	87.00%	95.50%	88.30%	81.80%	84.60%	81.43%
CS03F	% of Children's Services calls offered to the ACD answered within SLA.	Annual	75.00%	87.70%	64.70%	69.30%	77.90%	78.90%	71.50%	77.30%	91.70%	97.50%	87.50%	84.10%	84.70%	81.07%
CS03ea	% of Adult Social Care Calls Answered.	Annual	90.00%	92.90%	85.70%	85.10%	89.10%	84.60%	87.50%	91.40%	94.10%	96.30%	93.60%	90.30%	91.40%	90.17%
CS03fa	% of Children's Social Care Calls Answered.	Annual	90.00%	93.30%	90.80%	87.10%	92.50%	85.50%	90.00%	93.10%	95.80%	97.00%	95.40%	93.70%	93.00%	92.27%
CS03G	% of General Service calls offered to the ACD answered within SLA.	Annual	60.00%	76.40%	84.50%	58.30%	67.50%	69.80%	54.00%	68.20%	76.50%	76.70%	72.40%	73.10%	69.10%	70.54%
CS03ga	%age of General Calls answered.	Annual	85.00%	90.70%	60.10%	81.70%	85.90%	93.60%	81.30%	85.00%	90.60%	90.00%	88.20%	87.50%	87.20%	85.15%

Achieved
Ahead of Target
Failed
Behind target



CS05	% Blue Badges issued made which have all the supporting documentation supplied issued within 10 days of application.	Annual	90.00%	94.50%	97.00%	93.30%	88.50%	99.40%	96.80%	99.40%	91.70%	96.40%	95.40%	95.70%	100.00%	95.68%
CS06	% of Local Welfare Provision applications made which have all the relevant supporting information supplied which were issued within 24 hours of application.	Annual	90.00%	100.00%	100.00%	100.00%	97.80%	100.00%	100.00%	100.00%	n/a	100.00%	100.00%	100.00%	100.00%	99.80%
PI01A	Percentage (%) of the complaints received upheld or partially upheld.	Annual	25.00%													#DIV/0!
PI01B	Percentage (%) of the complaints answered within 10 working days.	Annual	90.00%													#DIV/0!
Transactional HR and Payroll Services																
THRP01	Input all Payroll transaction changes received by the deadline.	Monthly	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
THRP02	Transmit BACS payments by required deadline.	Monthly	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
THRP03	Transmit all submissions (electronic files and payment) to HMRC and other statutory bodies.	Monthly	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A	N/A	N/A	100.00%	100.00%	92.00%	100.00%	
				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
THRP05	Payroll accuracy Errors with financial implications.	Monthly	99.80%	99.90%	99.98%	99.98%	99.98%	99.98%	N/A	N/A	N/A	N/A	N/A	99.80%	99.80%	
THRP06	Provide payslips to all SBC staff.	Monthly	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A	N/A	100.00%	100.00%	100.00%	100.00%	
Transactional Financial Services																
CA02	Control all money / cash management.	Monthly	0.10%	0.01%	0.00%	0.01%	0.04%	0.04%	0.03%	0.01%	0.01%	0.05%	0.03%	0.07%	0.02%	
CA10	Preparation of daily bulk cash banking.	Monthly	99.80%	99.97%	99.99%	99.99%	99.99%	100.00%	99.96%	99.98%	99.99%	99.99%	99.99%	99.99%	99.96%	
FP10	Production of VAT reports / returns.	Monthly	95.00%	N/A	N/A	N/A	N/A	N/A	95.19%	95.04%	97.43%	96.40%	95.37%	95.85%	96.58%	
L28	% of Debt collected within 60 days of due date.	Monthly	96.50%	N/A	N/A	N/A	N/A	N/A	97.01%	96.53%	96.80%	96.53%	96.52%	96.97%	96.76%	
L29	Overall % rate of collection	Monthly	8.00%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
L29b	% of unsecured debts which are more than 12 months old.	Monthly	100.00%	0.00%	0.00%	0.00%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
RA7	Manage, control and reconcile year end process.	Annual	100.00%			N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100.00%	100.00%
Slough - Annual KPI Summary																
KPI	KPI Description	Assessment Duration	Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Annual Result
Revenues and Benefits																
BR30	Collection of Business Rates arrears.	Annual	98.00%	97.86%	97.74%	97.79%	97.88%	98.02%	98.04%	98.08%	98.07%	98.08%	98.09%	98.10%	98.09%	98.09%
BR32	Valuation list updates completed within 14 days.	Annual	97.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Achieved
Ahead of Target
Failed
Behind target



HB01	Accuracy HB / Ctax Entitlement.	Annual	88.00%	87.50%	88.75%	86.78%	87.50%	80.00%	80.49%	85.37%	90.24%	84.62%	85.43%	90.24%	93.68%	93.68%
HB03	Review Benefits entitlement decisions.	Annual	10 Days	4.88	5.27	6.07	5.55	5.68	5.82	6.05	6.23	6.31	6.50	6.21	6.21	6.21
HB38	Proactively recover overpayments.	Annual	22.00%	1.70%	4.64%	6.37%	8.20%	9.76%	11.10%	12.35%	14.74%	16.01%	17.34%	22.96%	25.12%	25.12%
L10	Council Tax in Year Collection.	Annual	97.10%	12.56%	21.78%	30.91%	39.63%	48.69%	57.67%	66.78%	75.63%	84.32%	92.51%	94.96%	96.79%	96.79%
L11	Council Tax arrears Collection.	Annual	98.20%	97.47%	97.54%	97.57%	97.43%	97.67%	97.69%	97.73%	97.76%	97.79%	97.82%	97.85%	97.89%	97.89%
L12	NNDR in Year Collection.	Annual	97.00%	10.94%	19.43%	28.29%	39.39%	47.79%	57.35%	65.88%	74.99%	83.05%	91.24%	94.79%	97.45%	97.45%
L13a	Average time to process a Benefits Claim.	Annual	20 Days	15.79	14.81	14.68	15.23	15.52	15.92	16.07	16.06	15.96	15.98	16.00	16.00	16.00
L16	Level of LA Errors.	Annual	0.48%	0.31%	0.30%	0.28%	0.32%	0.29%	0.29%	0.29%	0.29%	0.31%	0.31%	0.32%	0.34%	0.34%
L17	User Satisfaction measurement.	BI-annual	85.00%													
SR1	Statutory Returns.	Annual	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT																
ICT1	Service Desk Response (Abandoned Calls)	Annual	75.00%	56.87%	76.11%	80.68%	76.40%	61.86%	81.19%	79.73%	88.78%	88.68%	80.59%	84.96%	90.14%	77.51%
ICT2	User Satisfaction	Annual	80.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT3	Service Desk Response (Incidents: First Line Support)	Annual	70.00%	76.78%	75.34%	79.64%	84.70%	90.36%	81.53%	73.55%	79.09%	66.30%	66.92%	51.67%	54.67%	77.19%
ICT4	Desktop IT Facilities Installation	Annual	70.00%	94.34%	89.19%	89.58%	86.10%	82.93%	85.00%	94.20%	93.94%	90.91%	89.29%	83.33%	75.68%	89.05%
ICT5	Network Infrastructure Availability voice and data communications	Annual	98.00%	100.00%	99.70%	99.98%	100.00%	100.00%	100.00%	100.00%	99.98%	100.00%	100.00%	100.00%	100.00%	99.97%
ICT6	Voice Network Availability Split between VOIP and analogue	Annual	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT7	Critical Application Availability	Annual	98.00%	98.66%	99.41%	99.97%	99.90%	100.00%	100.00%	99.89%	100.00%	100.00%	100.00%	99.95%	100.00%	99.82%
ICT8	Non-Critical Application Availability	Annual	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT9	Non Service Desk Incident Resolution	Annual	95.00%	60.00%	61.67%	69.49%	65.45%	78.13%	29.31%	32.26%	43.14%	67.86%	45.65%	59.32%	69.23%	55.15%
ICT10	Project Request Response (New Work)	Annual	80.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT11	Incidents Requiring a Visit by an IT Technician (< 4 working days)	Annual	75.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT12	Service Desk Response (Service Request: First Line Support)	Annual	70.00%	43.74%	54.02%	57.54%	57.20%	45.78%	51.84%	37.38%	42.70%	32.78%	43.03%	46.15%	32.27%	45.87%
ICT13	Performance reporting	Annual	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT14	Secure disposal of Equipment	Annual	70.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%	0.00%
ICT15	Resolution of reported incidents - Restoring services	Annual	80.00%	66.67%	92.86%	95.00%	100.00%	90.91%	100.00%	100.00%	100.00%	100.00%	85.71%	83.33%	87.50%	93.09%
Logistics																
MH05	Collect and process post for dispatch (RM).	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
MH07	Process PPI from Benefit.	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

MH09	Process Benefit cheques within 24 hours of receipt.	Monthly	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
MH11	Collect and process post for dispatch (TNT).	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	95.00%	
MH Courier 1	Deliver to all schools and libraries within the Borough on agreed schedule.	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
MH Courier 2	Deliver to all corporate buildings on agreed schedule.	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
MH Courier 3	Collect from and deliver to, the DX courier office on agreed schedule.	Monthly	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
DIP Service	Batch, scan & index docs received within 24 hours of receipt.	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	83.00%	



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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 13th July 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 – QUARTER 4 2016-17

1. Purpose of Report

- To provide Overview and Scrutiny Committee with the latest performance information for the 2016-17 financial year.
- To summarise the Council's performance against the Corporate Balanced Scorecard indicators to date during 2016-17.
- To update on the progress of the 27 projects on the portfolio, which are graded according to Project magnitude as Gold (5), High (12), Medium (1) or Low (9).

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 and performance 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

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

(c) Human Rights Act and Other Legal Implications

None.

(d) Equalities Impact Assessment

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

Executive Report

5. Supporting Information

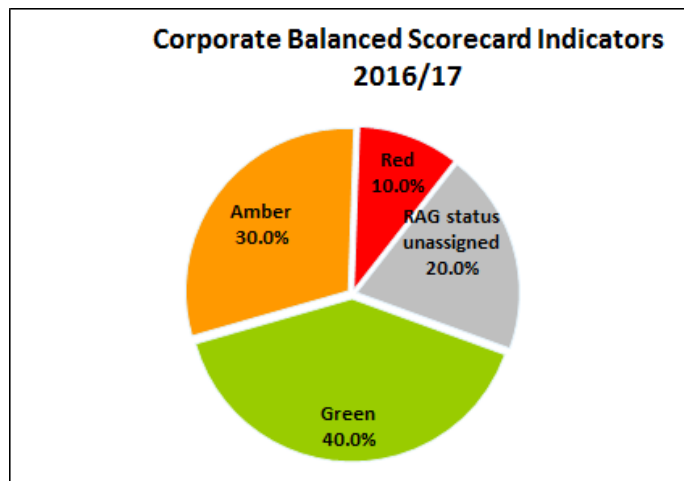
- 5.1. This is the first report to the Overview and Scrutiny Committee reporting on end of quarter 4 for the 2016-17 financial year in respect of the performance position of the Council. The report is presented against a background of change arising from the ongoing review and refresh of the Council's 5 Year Plan. Content and format is therefore also prone to change, going forward.
- 5.2. The report comprises three sections:
- The high-level performance indicators of the Corporate Balanced Scorecard;
 - The summary highlight reports from the Outcome Groups, and
 - The summary highlight reports on the Council's Project Management Performance.

6. Corporate Balanced Scorecard

- 6.1. This is the quarter 4 presentation of the Corporate Balanced Scorecard, relating to the period 1st January to 31st March 2017.
- 6.2. Following on from the in-depth review of the 5YP, there are now 20 performance measures included in the Corporate Balanced Scorecard of which some are new and

reported for the first time. These have been aligned to the new five priority outcomes as agreed in the revised Five Year Plan 2017-2021.

- 6.3. The latest position of the Corporate Balanced Scorecard demonstrates that at the end of quarter 4, an overview of the Council's performance was as follows:



- 6.4. In this period, 16 of the 20 indicators (80%) were assigned a RAG status of either 'Red' (2, 10%), 'Amber' (6, 30%) or 'Green' (8, 40%). A further 4 (20%) indicators are currently not assigned a RAG status as these are still in the process of being agreed. For each indicator the RAG status has been assigned by the responsible manager, with reference to previously agreed targets.

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

- **1.2i: Prevalence of children with 'excess weight' at start of primary school (Reception) as measured by the NCMP**
[This was reported the previous quarter]
- **1.2ii: Prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP**
[This was reported the previous quarter]

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.

Please refer to the Corporate Balanced Scorecard for details of the initiatives in place.

- 6.6. Comparison with previous quarter

- Following on from the refresh of the 5YP 2017-2021, this is the first quarter where the revised Corporate Balanced Scorecard is reported to the Overview and Scrutiny Committee of which some of the performance measures are new and reported for the first time. Therefore, comparison

with previous quarter will be carried out at the end of Q1 2017/18 in comparison with Q4 2016/17.

7. Outcome Group Highlights

- 7.1. Each of the 5 Outcome Groups are now set up with an Outcome Lead assigned to each group. The majority of the groups have regular meetings scheduled ahead.
- 7.2. Each Outcome Group now also has a dedicated member from the Council's central Performance Team, who will attend Outcome Group meetings and provide data support and advice to the selection of performance indicators required by each group in order to:
- report upwards on high-level performance objectives, and
 - help the groups to actively manage performance on activities that will shape and influence the way those high-level objectives ultimately turn out.
- 7.3. Quarterly reporting of the outcomes group highlights is anticipated to be included in the Q1 2017/18 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 4, 27 projects were being undertaken, with 5 of these described as "Gold Projects" – those of greatest strategic importance to the Council, and a further 12 categorised as of "High" importance grade, 1 as "Medium" and 9 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 for a copy of Gold Project Highlight reports for this reporting period. CMT may wish to scrutinise particular projects using this Background Paper.
- 8.4. Project Progress (Gold Projects)

The Gold Projects are:

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

8.5. Highlights this quarter:

2 Projects

Progress

Two projects are reporting completion of significant key activities and milestones:

- **LED Street Lighting**
Nearly 8200 lantern conversions and column replacements have been completed in Slough, which is over 70% of our lighting stock. We are ahead of the scheduled programme for the three Boroughs (Slough, Wokingham and Reading).
- **Fleet Challenge**
The Electric Vehicle test drive was successfully completed and feedback from staff was positive. An order was placed for 3 new Renault Zoe vehicles for the Council's fleet.

8.6. Key issues to be aware of:

1 Project

Budget

One project is reporting issues associated with budgets:

- **Slough Major Transport Schemes**
Severe pressure still with the budget due to utility delays on the main contractor. This is being managed through contingency budget.

2 Projects

Timescales

Three projects are reporting risks associated with Project Timescales

- **Slough Major Transport Schemes**
Delay still with SSE and Communications companies to move apparatus. There is a timetable to get this project back on track.
- **Burnham Station Improvements**
The Contractor has submitted the Risk Assessments and we are currently waiting for approval from Network Rail and also for their contractor to complete works on the station platforms so we can commence work on Network Rail land (Station Forecourt area). Works will continue on other sections of the highway that is not owned or do not directly affect Network Rail property.

1 Project

IR 35 / Interim staff

A number of interim staff will potentially be impacted by IR35 which has affected the retention of interim staff. This issue has been reported by the RMI project but has affected other projects on the Portfolio. Action has been taken to address this issue by individual project managers.

8.7. Key lessons from projects reviewed this quarter:

The Programme Management Office will be routinely carrying out Lessons Learned and Benefits reviews for key projects. In the last quarter the registrar's relocation to the Curve was reviewed and this resulted in findings that have been helpful to project managers implementing projects of a similar nature.

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

8.9. Background Papers: Email programme.managementoffice@slough.gov.uk for a copy of Gold Project Highlight reports for this reporting period.

9. Conclusion

9.1. 40% of the selected performance indicators are achieving desired target results, with near-misses in bus punctuality, council tax in year collection rates, overall crime rates and increasing the number of dwellings in the borough.

9.2. Each Outcome Group now also has a dedicated member from the Council's central Performance Team, who will attend Outcome Group meetings and provide data support and advice to the selection of performance indicators required by each group.

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. The PMO routinely carries out Lessons Learned and Benefits reviews for key projects which is helpful to project managers implementing projects of a similar nature.

10. Appendices Attached

A - Corporate Balanced Scorecard, March 2017

11. Background Papers

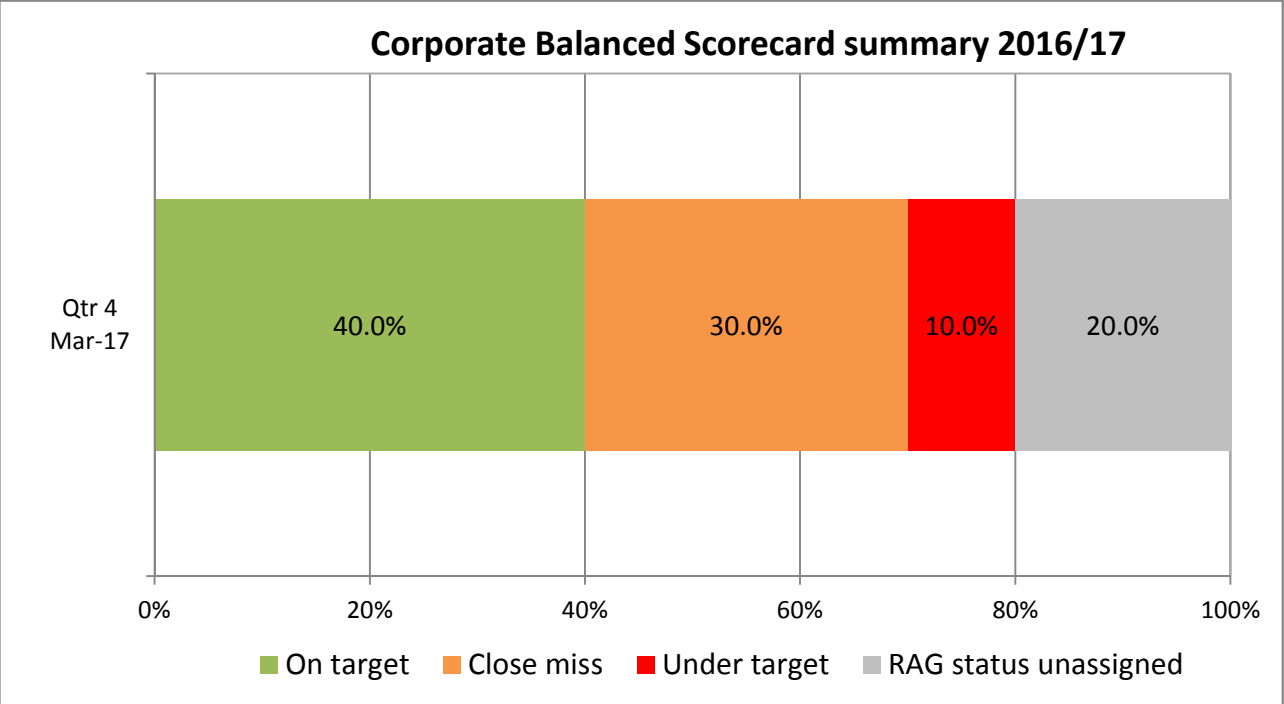
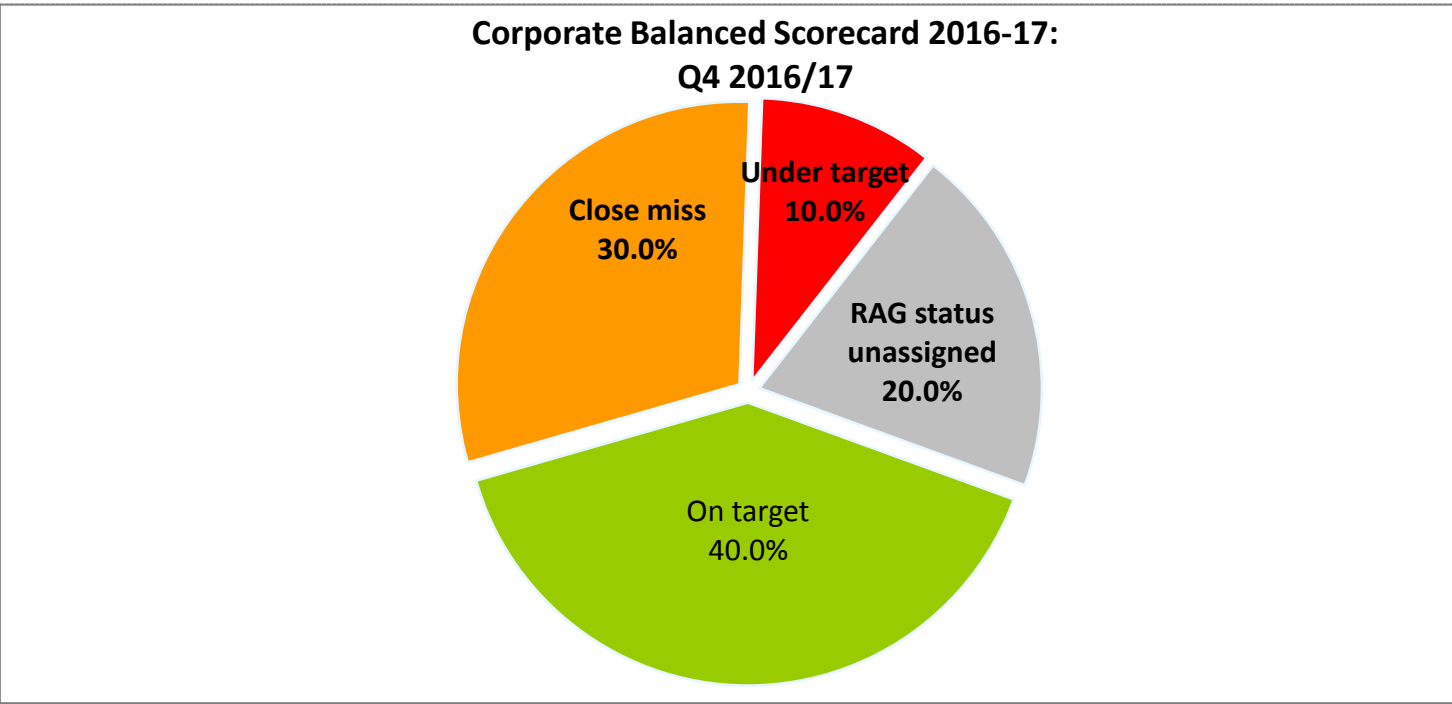
Background Papers: Email programme.managementoffice@slough.gov.uk for a copy of Gold Project Highlight reports for this reporting period.

Appendix A: Slough Borough Council - Corporate Balanced Scorecard
2016-17: to end of quarter 4 - Mar-17

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	Increase 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.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.2i	Reduce prevalence of children with 'excess weight' at start of primary school (Reception) as measured by the NCMP	Oct-16	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	<p>Childhood obesity is impacted by multiple factors, most of which will be outside the council's ability to control.</p> <p>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.</p> <p>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 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 borough were attending schools outside of area as their results would only then appear when data is uploaded to the HSCIC.</p> <p>The following initiatives are in place:</p> <ul style="list-style-type: none"> - General promotion of the key messages via the Start 4 Life campaign (Active Play and Baby moves), including utilising the resources of the “Infant and Toddler Forum”. - Encouraging the use of the Disney Shake ups through the Change4life programme. - Health Visiting for health and social advice for all new parents (Forming part of the 0-19 offer recommissioning in late 2017).

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.2ii	Reduce prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP	Oct-16	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	<p>Childhood obesity is impacted by multiple factors, most of which will be outside the council's ability to control.</p> <p>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.</p> <p>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.</p> <p>The following initiatives are in place:</p> <ul style="list-style-type: none"> - Commission Let's Get Going (Physical Activity and Healthy eating) courses across Slough for children aged 7-11 (3 schools and 1 community location in 2017, looking to expand based on demand) and 12-16 years (up to 6 locations in 2017, linking to the Eat 4 Health programme commissioned to Solutions for Health for age 16+). - YES Consortium delivering physical activity programmes across Slough for Slough Youth, directly linked to Active Slough programmes. - Active Slough programmes and additional pilot programmes linking to "Let's Get Going" to expand the capacity of the programme and meet demand. - Working with schools to ensure their PSHE offer is fit for purpose. - Encouraging the use of the Disney Shake ups through the Change4life programme (Now in all Primary Schools in Slough). - School Nursing health checks on entry to school (for monitoring, advocacy and signposting purposes). - Introduction and further expansion of "The Daily Mile" through Slough primary schools for ALL pupils (Currently 1 school with 900 pupils). - Intergenerational interventions for Physical Activity to encourage children and parents to be more active e.g. Junior parkrun or Great Run Local. - Link to advocating greater use of outdoor space and parks for health and wellbeing.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.3	Safeguarding measure: Number of children subject to Child Protection (CP) Plan per 10,000 local child population <i>[snapshot position at 31st March annually, or final day of quarter throughout year]</i>	May-17	2016: Slough 56.7 (England: 43.1) 2015: Slough 28.1 (England: 42.9) 2014: Slough 65.5 (England: 42.1)	No target has been agreed	2017: 38.7 <i>(Provisional)</i>	n/a	n/a	New indicator The number of children subject to a CP Plan will fluctuate depending on the personal needs of children known at any moment, but this measure gives an overall measure of the success (or otherwise) of all agencies and economic circumstances in providing an environment within Slough for families to prosper. Many of the economic and demographic drivers behind child abuse are relatively frequent in Slough, so we would expect to usually exceed the national average; nonetheless, it is our collective responsibility to provide sufficient early support that will enable more families to improve circumstances before they reach the critical level that warrants a CP intervention.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.4	Reduce levels of 16-18 year olds not in education, employment or training (NEETs)	May-16	2015 NEET: 4.2% Activity is not known: 4.2% 2014 NEET: 4.0% Activity is not known: 9.3% 2013 NEET: 6.1% Activity is not known: 7.6% 2012 NEET: 4.9% Activity is not known: 6.6%	Below 5%	2015 <u>Slough</u> NEET: 4.2% Activity is not known: 4.2% <u>National</u> NEET: 4.3% Activity is not known: 8.0% <u>South East</u> NEET: 3.9% Activity is not known: 10.1%	↑	Green	<p>The published annual NEET rate is calculated based on an average for November to January each year. These figures are based on information local authorities submit to the DfE about young people's participation in education or training in their area. Slough's NEET rate is currently 4.2% which is below the target rate of 5% with its '<i>activity is not known</i>' also reduced to 4.2%. There is ongoing challenges in order to enable and prevent YP falling through the gaps that the YPS. The service is dedicated to young people to assist and support them to find suitable employment, education or training opportunities. Since September 2015, the focus has been on finding the destinations of Slough's young people aged 16 to 18 years. This has been done by liaising with local schools and colleges to obtain their enrolment lists, and also by contacting our neighbouring local authorities to gather information about Slough young people in schools and colleges outside the borough.</p>

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
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	Increase number of people starting and completing a smoking cessation course (rate per 100,000 population). Percentage of those who successfully quit smoking.	Apr-17	2015/16 Q1-Q4 <u>4 weeks</u> Slough 65.40% [998] SE 55.67% England 51.02% <u>Rate per 100,000</u> Slough 918 SE 375 England 440	Above the national rate	2016/17 Q1-Q3 <u>4 weeks</u> Slough 68.33% [630] SE 52.10% England 49.81% <u>Rate per 100,000</u> Slough 580 SE 221 England 242	↑	Green	Slough continues to perform above the SE and England in terms of numbers of people who set a quit date and go on to quit for 4 weeks and longer. The conversion rates are well above benchmarking averages. In Slough, smoking in pregnancy (which is reported as smoking at time of delivery) also remains lower than regional and national averages.
2.2	Increase number of adults managing their care and support via a direct payment	Apr-17	235 [Mar-16] 197 [Mar-15] 188 [Mar-14]	Increasing	360 clients & carers [Mar-16] [241 clients 119 carers]	↑	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.
2.3	Increase the uptake of health checks Increase the percentage of the eligible population aged 40-74 offered an NHS Health Check	Apr-17	2016/17 Q3 Slough: 3.19% [1,121] SE: 3.33% National: 3.71% Q2 Slough: 1.98% [698] SE: 4.51% National: 4.41% Q1 Slough: 1.72% [605] SE: 5.02% National: 4.49%	Closer to the national rate by 17/18	2016/17 Q1-3 Appointments offered: 2,424 Slough 6.89% SE 12.86% National 12.62%	↑	Amber	Health Check rates in Slough although improving remain below south east and national rates of 12.86% and 12.62% respectively. Measures are in place to address this, including commissioning a new cardiowellness4 Slough programme. This will deliver 800 additional Health Checks, with a view to bring Slough rates in line with national rates in 2017/18 financial year. The new cardiowellness4 Slough programme launched in January 2017.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
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	Increase levels of street cleanliness	May-15						New indicator. Exact measure as well as targets is in process of being agreed.
3.2	Reduce crime rates per 1,000 population: All crime (cumulative from April)	Apr-17	85.91 rolling yr to Dec-16 82.95 rolling yr to Sept-16 81.69 rolling yr to Jun-16 87.15 [2016/17] 81.92 [2015/16] 74.50 [2014/15] 81.10 [2013/14] 86.80 [2012/13] 100.40 [2011/12]	Maintain local 'all crime' level below the MSG average and move towards the upper quartile on MSG performance	[rolling yr to Mar-17] Slough 87.15 MSG 91.62 England 81.83	↓	Amber	The rate of 'all crime' in Slough during Q4 increased slightly by 1.4%. However home burglaries reduced by 26%, along with violent crime and sex offences by 6% & 9% respectively. Public order and shoplifting increased by 43% and 18% respectively. Slough's increase is significantly less than the national and Most Similar Group (MSG). Nationally and MSG to Slough saw a larger increase in 'all crime' by 3.8% and 3.3% respectively mainly due to an increase in sexual offences which increased by 12% nationally and by 24% for MSG. Slough saw a <i>decrease</i> in sexual offences. Police and Council Services are working in partnership and targeting night time economy areas to reduce public order. STAC (Slough Town against Crime) partnership meetings are held monthly to reduce shoplifting amongst retailers in the town centre. The Safer Slough Partnership Performance Management Group meets monthly to monitor and direct delivery of partnership resources.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
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	Apr-17	Net completions 789 [2015/16] 507 [2014/15]	550 pa	[2016/17] Net completions 521	↓	Amber	A total of 598 new dwellings were built in 2016/17 but 77 were lost through demolitions and changes of use. As a result net completions were 521. There are 1,251 new dwellings under construction and planning permission has been granted for a further 2,344.
4.2	Increase number of affordable homes delivered by SBC	Apr-17	16 [2016/17] 190 [2015/16] 96 [2014/15] 63 [2013/14] 49 [2012/13] 51 [2011/12]	An <u>average</u> of 100 affordable houses will be provided each year through the planning system	2016/17 16	↓	Amber	Delivery of new build dwellings is a priority for the council, but the number coming to fruition each year will vary. During 2016/17, 56 scheduled completions slipped into 2017/18. There are a further 135 new build dwellings in the pipeline.
4.3	Increase number of planning applications approved	Apr-17						New indicator. Exact measure as well as targets is in process of being agreed.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Outcome 5: Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
5.1i	Increase business rate in year collection rate (%)	Apr-17	97.1% [2015/16] 96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	97.00%	April to Mar-17 97.45%	↑	Green	The collection rate at the end of March 2017 was 0.45% above the target for the year.
5.1ii	Increase in business rate base							New indicator. Exact measure as well as targets is in process of being agreed.
5.2	Reduce overall unemployment rate Reduce 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.	Apr-17	Mar 2016 1,405 people Slough 1.5; SE 1.1; GB 1.9. Mar 2015 1,605 people Slough 1.7; SE 1.2; GB 2.0. Mar 2014 2,620 people Slough 2.8; SE 1.8; GB 2.9. Mar 2013 3,845 people Slough 3.7; SE 2.5; GB 3.8.	maintain at low level compared to national value	As at Mar-17: 1,330 people Slough 1.4% SE 1.2% GB 2.0%	↔	Green	Slough's claimant rate for Mar-17 of 1.4% comprising of 1,330 people, is marginally below the previous year's rate of 1.5% [Mar-16]. Slough's rate is lower (better) than the GB average of 2.0% but higher than the South East average of 1.2%. 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.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
5.3	Reduce journey time 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	<p>Data is collated and reported annually by Department for Transport.</p> <p>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%).</p> <p>Traffic management schemes to decrease congestion and increased use of dedicated bus lanes continue.</p> <p>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.</p> <p>SBC Transport & Highways Department co-ordinates road and street works to minimise any impact on public transport operations and business travel.</p> <p>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.</p> <p>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.</p> <p>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.</p>

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Enabling								
E.1	Increase council tax in year collection rate (%)	Apr-17	96.5% [2015/16] 96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	97.10%	April to Mar-17 96.79%	↑	Amber	The collection rate at the end of March 2017 was 0.31% below the target for the year. However there was a 0.29% increase in the collection rate from 2015/16 of 96.5%.
E.2	Increase proportion of council tax payments by direct debit	Apr-17	55.7% Mar-16 51.9% Mar-15	Increasing	As at Mar-17 57.4%	↑	Green	As at March 2017 the percentage of accounts paying by direct debit is 57.4% which is an overall increase from the beginning of the financial year which was 55.7%.
E.3	Increase the proportion of households signed up for self service	Apr-17	Dec-16: 14.5% 8,048 households Sept-16: 12.7% 7,070 households Jun-16: 10.9% 6,068 households Mar-16: 8.1% 4,510 households	Increasing	As at Mar-17 16.7% 9,277 households signed up for self service	↑	Green	As at March 2017, 9,277 households are signed up for self-service equating to 16.7% of households. Self Service gives Council Tax and Business Rates, account holders, Benefit applicants and Landlords the ability to access certain information digitally instead of needing to telephone or come into SBC offices. Council Tax and Business Rates payers can set up a direct debit, inform the Council they are changing address, check the balance on their accounts, make payments on line , check recovery documents etc. Benefit applicants can access their claim , check their application and the stats of their application as well as reviewing documents sent by the benefits service, they can check the payments made to them and the next payment due. Landlords can check the monies paid to them , any overpayments they are responsible for and their next payment as well both can provide information on changes due to take place.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 13th July 2017

CONTACT OFFICER: Neil Wilcox, Assistant Director: Finance & Audit (Section 151)
(For all enquiries) (01753) 875358

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

FINANCIAL REPORT – FINAL OUTTURN 2016-17**1 Purpose of Report**

This report provides the Overview & Scrutiny Committee with the Final Outturn figures for the 2016-17 financial year.

2 Recommendation(s)/Proposed Action

That the final outturn for the financial year 2016-17 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 helps to ensure that it is efficient, effective and economic in everything it does. It helps to achieve the corporate objectives by detailing how the Council is delivering services to its residents within the financial parameters of the approved budget.

4 Other Implications

(a) Financial - The financial implications are contained within this report.

(b) Risk Management

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

(c) Human Rights Act and Other Legal Implications

None.

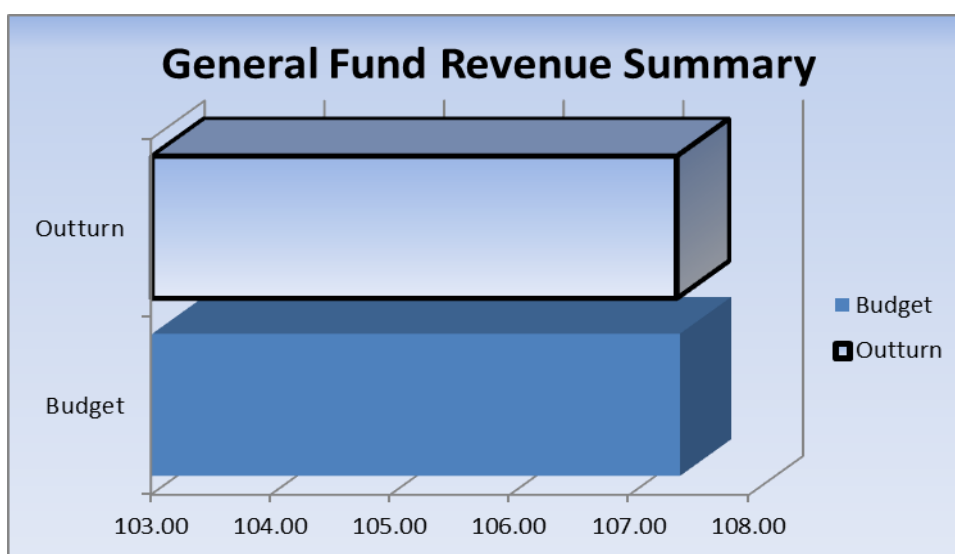
(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA

5 Key Messages

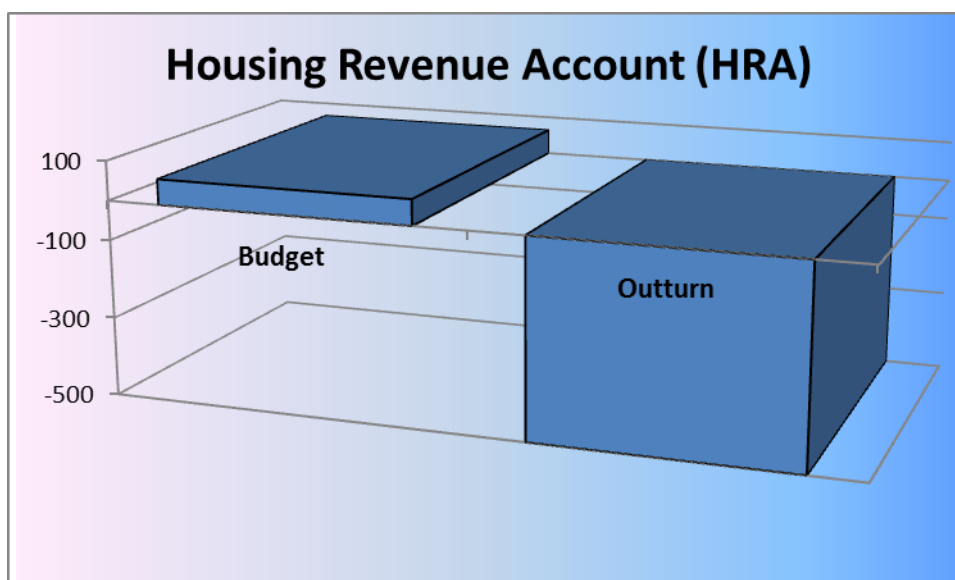
5.1 General Fund

- 5.1.1 The Council's final outturn for the 16/17 financial year is an underspend of **£0.026m** on its General Fund. This means that the final outturn is about the same (£8k less) than the underspend reported last month when the Council was forecast to underspend by **£0.018m**. The final position is summarised in the graph below:



5.2 Housing Revenue Account (HRA)

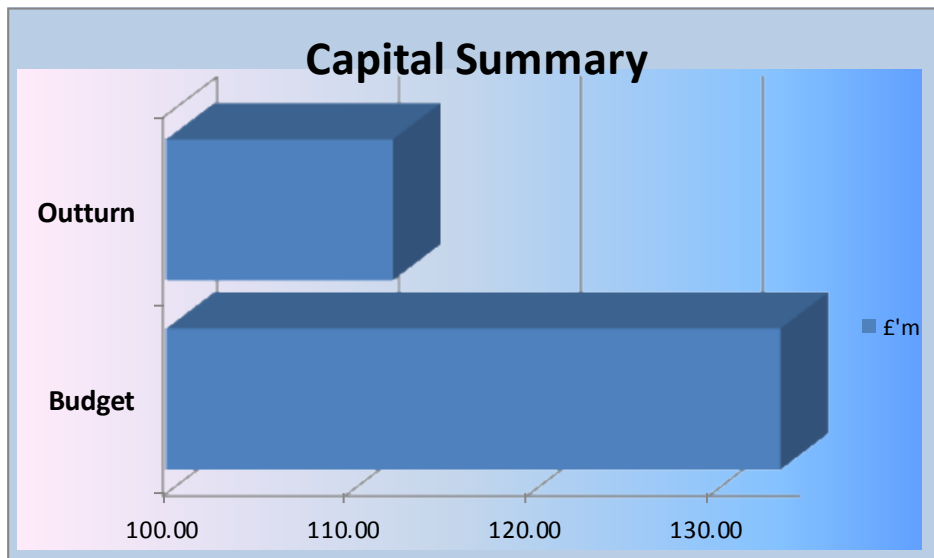
- 5.2.1 The final position on the Housing Revenue Account for 2016/17 is a surplus of **£0.564m**. This compares with a reported forecast surplus of **£0.396m** last month.



5.2.2 Further details on the HRA is given in paragraph 6.8

5.3 Capital

5.3.1 The overall (HRA and General Fund) consolidated capital programme for 2016/17 is **£133.8m**. The final outturn is **£112.5m** which is **84%** of the funds available and net variance of **£21.3m** (16%).



Further details are given in paragraph 7 below.

EXECUTIVE REPORT

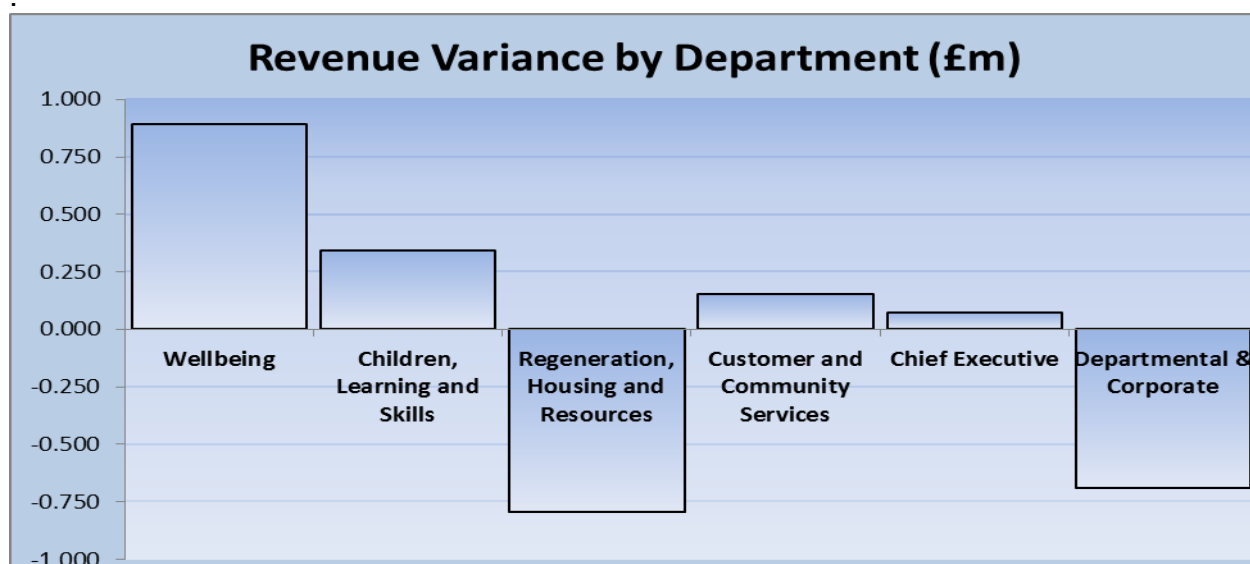
6 Revenue Expenditure

6.1 **Outturn by Directorate**

Although the Council underspent overall by £0.026m, there were some areas of significant overspend. The largest being the adverse variance of **£774k** on Adult Social Care within the Wellbeing Directorate. This has improved in the last month but it has been a budget pressure for most of the financial year.

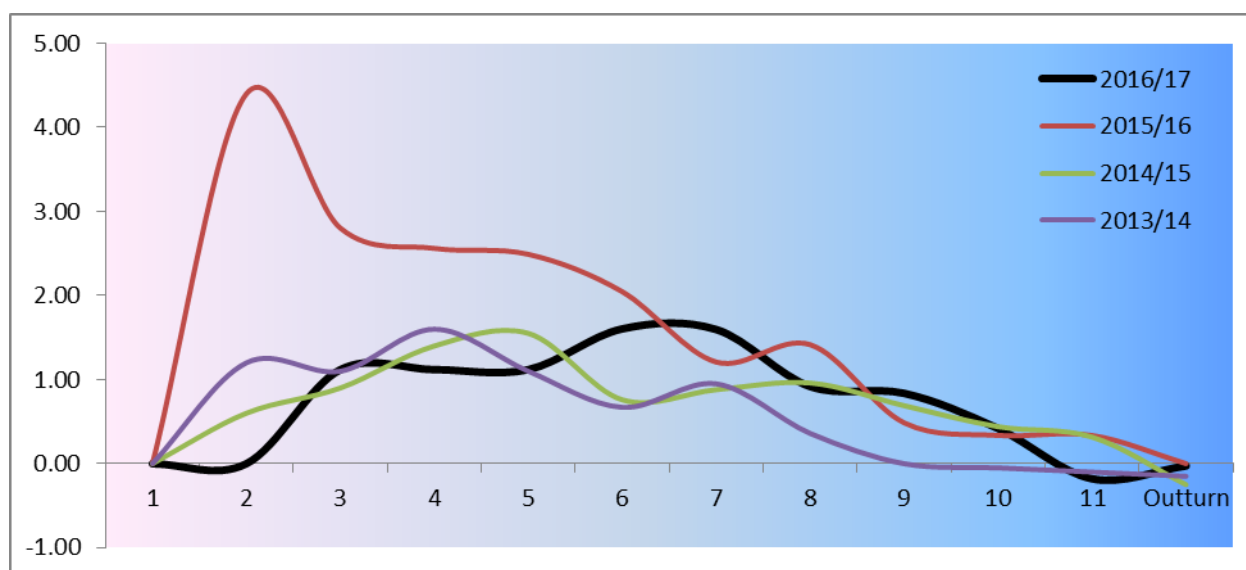
This has been offset by underspends elsewhere, chiefly, the underspends within the RHR Directorate relating to better than expected income performance in a number of areas. These are explained in greater detail later in the report.

The final outturn by Directorate is summarised in the graph below:



6.2 Outturn Trend

The final outturn of **£0.026m** is the lowest reported for the current year and is broadly in keeping with the variance reported last month. The trend over the past year alongside those over the previous 4 years can be seen below.



6.3 Wellbeing Directorate

The overspend on the Wellbeing service is **£891k** this is mainly due to the pressure on the Adult Social Care budget of **£774k**. The main Adult Social Care pressures is on the domiciliary care budgets due mostly to increasing levels of need for existing clients. The service has reduced this pressure in recent months from a high point of **£1m** in the summer.

<u>Wellbeing</u>	Net Current Budget	Projected Outturn	Variance:	Last Month Variance	Change Since Last Month
	£'M	£'M	£'M	£'M	£'M
Adult Social Care	31.695	32.469	0.774	0.859	(0.085)
Central Management	(0.118)	0.000	0.118	0.000	0.118
Public Health	(0.449)	(0.449)	(0.000)	0.000	(0.000)
Total Wellbeing	31.128	32.020	0.891	0.859	0.032

6.4 Children, Learning & Skills

This Directorate has ended the year with a budget pressure of **£341k**. Most of which relate to historical expenses incurred for services now run by the Trust. These are one off pressures that are not expected to recur in 17/18.

Children Learning & Skills	Net Current Budget	Projected Outturn	Variance	Last Month Variance	Change Since Last Month
	£'M	£'M	£'M	£'M	£'M
Leadership & Management	0.274	0.283	0.009	0.007	0.002
Education Standards & Inclusive	27.527	27.732	0.205	(0.096)	0.301
Early Years & Development	0.821	0.840	0.019	(0.003)	0.022
Access & Inclusion	1.293	1.548	0.255	0.197	0.058
Other	0.424	0.276	(0.148)	(0.108)	(0.040)
Sub Total - CLS (General Fund)	30.338	30.679	0.341	(0.003)	0.344
Sub Total - Schools	(0.337)	(0.337)	(0.000)	0.000	(0.000)
Total Children Learning & Skills	30.001	30.342	0.341	(0.003)	0.344

6.5 Customer and Community Services

The final position on this Directorate is for an overspend of **£0154m**, which compares to an expected underspend of £0.017m in Period 11, This movement is due to lower than expected corporate recharge income.

Customer and Community Services	Net Current Budget	Projected Outturn	Variance	Last Month Variance	Change Since Last Month
	£'M	£'M	£'M	£'M	£'M
Community and Skills	2.436	1.965	(0.471)	(0.515)	0.044
Wellbeing & Community	3.125	3.481	0.355	0.457	(0.102)
Enforcement and Regulation	1.757	1.774	0.017	0.063	(0.046)
Improvement and Development	0.407	0.395	(0.012)	(0.048)	0.036
Transactional Services	9.307	9.504	0.197	0.310	(0.113)
Contracts, Commissioning & Procurement	0.355	0.423	0.068	(0.284)	0.352
Total	17.387	17.541	0.154	(0.017)	0.171

6.6 Regeneration, Housing and Resources

This directorate has underspent its budget by **£0.792k**. This is about the same as the **£0.783m** estimated last month. The underspend is the result of greater than expected investment income.

Regeneration, Housing and Resources	Net Current Budget	Projected Outturn	Variance	Last Month Variance	Change Since Last Month
	£'M	£'M	£'M	£'M	£'M
Strategic Management	0.160	0.472	0.312	0.000	0.312
Corporate Resources	0.132	0.645	0.513	(1.069)	1.582
Housing and Environment	14.199	15.119	0.920	1.005	(0.084)
Assets, Infrastructure and Regeneration	7.550	5.012	(2.537)	(0.719)	(1.819)
Total Regeneration, Housing and Resources	22.040	21.248	(0.792)	(0.783)	(0.009)

6.7 A full detailed review of all General Fund budgets is shown on Appendix A.

6.8 Housing Revenue Account

The final Housing Revenue Account for 2016/17 shows a surplus of **£0.500m**. This is better than the surplus of **£0.396m** reported last month. The main reasons for the surplus are savings caused by lower loan interest rates and better than expected income generation.

Full details are shown in the table below.

Division	Outturn 31st March 2017			Main Variances
	Budget £ 000's	Outturn £ 000's	Variance £ 000's	
HRA Expenditure				
<i>Tenant Services</i>	2,187	1,689	(498)	Lower Internal recharges
<i>Neighbourhood Housing Areas</i>	1,228	1,318	90	
<i>Arears & Investigation</i>	511	528	17	
<i>Tenant Participation</i>	270	247	(23)	
<i>Housing Allocations/Lettings</i>	164	347	183	Increase in final costs
<i>Leaseholder Team</i>	249	153	(96)	
<i>Housing Repairs</i>	8,500	9,809	1,309	
<i>Management & Services</i>	5,309	4,655	(654)	
<i>Loans, Bad Debt, Council Tax</i>	6,378	5,770	(608)	Lower loan interest
<i>Depreciation and Funding Of Capital Projects</i>	12,306	12,495	189	
	37,102	37,011	(91)	
HRA Income				
<i>Dwelling Rents</i>	(32,730)	(32,783)	(53)	Higher works income
<i>Garage Rents</i>	(489)	(472)	17	
<i>Shop Rent</i>	(660)	(641)	19	
<i>Other Rent</i>	(474)	(849)	(375)	
<i>Chargeable Works</i>	(726)	(1,269)	(543)	
<i>General Service Charges</i>	(1,934)	(1,423)	511	
<i>Interest</i>	(25)	(74)	(49)	
	(37,038)	(37,511)	(473)	
Final HRA Outturn Position	64	(500)	(564)	

7 Capital Expenditure

7.1 The Council has spent **84%** of its capital programme for the 2016/17 financial year. The final summary by Directorate is as follows:

Directorate	Revised Budget	Actual	Slippage %
	£000s	£000s	£000s
Resources	58,354	40,918	30%
Education and Wellbeing	20,382	23,906	-17%
Customer & Community Services	27,148	22,273	18%
Chief Executive	33	24	27%
Housing Revenue Account	17,957	14,301	20%
Affordable Housing	9,920	11,061	-12%
Total	133,794	112,483	16%

7.2 The complete capital programme can be seen in Appendix B

8 **Virements**

8.1 There have been no Virements during period 12.

9 **Write Offs**

9.1 There have been no write offs during period 12.

10 **Comments of Other Committees**

This report was considered and noted by the Cabinet at its meeting held on 19th June 2017.

11 **Conclusion**

11.1 The final General Fund position for the Council is an underspend of **£0.026m**. The HRA has a final surplus of **£0.500m**. Capital Expenditure shows a total expenditure level of **84%** against the approved budget.

12 **Appendices Attached**

‘A’ - General Fund Revenue Summary
‘B’ - GF Capital Programme

12 **Background Papers**

‘1’ - Supporting working papers held in finance

Directorate	Net Current Budget £'M	Projected Outturn £'M	Variance: Over/(Under) Spend £'M	Last Month Variance £'M	Change Since Last Month £'M
Wellbeing					
Adult Social Care and Health Partnerships	31.695	32.469	0.774	0.859	(0.085)
Central Management	(0.118)	0.000	0.118	0.000	0.118
Public Health	(0.449)	(0.449)	(0.000)	0.000	(0.000)
Total Wellbeing	31.128	32.020	0.891	0.859	0.032
Children Learning & Skills					
Leadership & Management	0.274	0.283	0.009	0.007	0.002
Education Standards & Inclusive Learning	27.527	27.732	0.205	(0.096)	0.301
Early Years & Development	0.821	0.840	0.019	(0.003)	0.022
Access & Inclusion	1.293	1.548	0.255	0.197	0.058
Other	0.424	0.276	(0.148)	(0.108)	(0.040)
Sub Total - CLS (General Fund)	30.338	30.679	0.341	(0.003)	0.344
Sub Total - Schools	(0.337)	(0.337)	(0.000)	0.000	(0.000)
Total Children Learning & Skills	30.001	30.342	0.341	(0.003)	0.344
Customer and Community Services					
Community and Skills	2.436	1.965	(0.471)	(0.515)	0.044
Wellbeing & Community	3.125	3.481	0.355	0.457	(0.102)
Enforcement and Regulation	1.757	1.774	0.017	0.063	(0.046)
Improvement and Development	0.407	0.395	(0.012)	(0.048)	0.036
Transactional Services	9.307	9.504	0.197	0.310	(0.113)
Contracts, Commissioning & Procurement	0.355	0.423	0.068	(0.284)	0.352
Total Customer and Community Services	17.387	17.541	0.154	(0.017)	0.171
Regeneration, Housing and Resources					
Strategic Management	0.160	0.472	0.312	0.000	0.312
Corporate Resources	0.132	0.645	0.513	(1.069)	1.582
Housing and Environment	14.199	15.119	0.920	1.005	(0.084)
Assets, Infrastructure and Regeneration	7.550	5.012	(2.537)	(0.719)	(1.819)
Total Regeneration, Housing and Resources	22.040	21.248	(0.792)	(0.783)	(0.009)
Chief Executive					
Chief Executive Office	0.654	0.734	0.080	0.090	(0.010)
Corporate & Member Services	1.481	1.445	(0.036)	(0.045)	0.009
Communications	0.227	0.230	0.003	0.003	0.000
Strategy & Engagement	0.704	0.723	0.019	0.018	0.001
Organisation Development & HR	1.281	1.286	0.005	(0.140)	0.145
Total Chief Executive	4.347	4.418	0.071	(0.074)	0.145
Total Corporate & Departmental	2.508	1.816	(0.691)	0.000	(0.691)
Total General Fund	107.411	107.385	(0.026)	(0.018)	(0.008)

% of revenue budget over/(under) spent in total	-0.02%
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2016-17 Spend against Approved Revised Budget – GENERAL FUND

Scheme Name	16-17 Approved Budget*	Adjustmen t **	16-17 Revised Budget	FINAL SPEND	Varian ce	Slippag e
Education Services	£'000	£'000	£'000	£'000	£'000	£'000
Primary Expansions (Phase 2 for 2011)	8,038	(209)	7,829	9,716	1,887	24%
Town Hall Conversion	5,412	(412)	5,000	4,207	(793)	-16%
Schools Modernisation Programme	1,045	413	1,458	1,844	386	26%
SEN Resources Expansion	817	(217)	600	744	144	24%
Children's Centres Refurbishments	40	0	40	19	(21)	-53%
Schools Devolved Capital	130	12	142	399	257	181%
Haymill/Haybrook College Project		10	10	0	(10)	-100%
DDA/SENDA access Works	50	0	50	3	(47)	-94%
Youth/Community Centres Upgrade	25	0	25	0	(25)	
2 year old expansion programme	0	314	314	171	(143)	-46%
Special School Expansion	3,100	(2,420)	680	296	(384)	-56%
Children's Centres IT		18	18	14	(4)	-22%
School meals provision		135	135	0	(135)	-100%
Secondary Expansion Programme	1,675	(1,045)	630	787	157	25%
PRU Expansion	1,900	(1,880)	20		(20)	-100%
Arbour Park	3,300	(3,300)	0		0	
Total Education Services	25,532	(8,581)	16,951	18,200	1,249	
Customer & Community Services	£'000	£'000	£'000	£'000	£'000	£'000
Cemetery Extension		1,521	1,521	24	(1,497)	-98%
Repairs to Montem & Ice	100	4	104	82	(22)	-21%
Crematorium Project		2,360	2,360	2,612	252	11%
Financial System Upgrades		1,164	1,164	1,693	529	45%
Baylis Park Restoration		318	318	389	71	22%
Upton Court Park Remediation		3	3	0	(3)	-100%
Salt Hill Park		54	54	0	(54)	-100%
Bloom Park Regeneration Project			0	140	140	
Civica E-Payment Upgrade		20	20	125	105	525%
Accommodation Strategy		121	121	454	333	275%
Expansion of DIP Servers		150	150		(150)	-100%
IT Disaster Recovery		821	821		(821)	-100%
Cippenham Green		500	500		(500)	-100%
Hub Development		200	200		(200)	-100%
Digital Transformation - Phase 1		165	165		(165)	-100%
Mayrise Insourcing		56	56	100	44	79%
IT Infrastructure Refresh	350	(40)	310	925	615	198%
Replacement of SAN		148	148		(148)	-100%
Community Investment Fund	500	511	1,011	441	(570)	-56%
CCTV Relocation		77	77	90	13	17%
Community Leisure Facilities	150	0	150	21	(129)	-86%
Langley Leisure Centre				317	317	
Salt Hill Leisure				235	235	
Arbour Park Community Sports Facility	4,100	5,145	9,245	10,303	1,058	11%
Leisure Centre Farnham Road	5,000	100	5,100	2,589	(2,511)	-49%
New Ice	3,500	50	3,550	1,733	(1,817)	-51%
Total Customer & Community Services	13,700	13,448	27,148	22,273	(4,875)	

Scheme Name	16-17 Approved Budget*	Adjustment **	16-17 Revised Budget	FINAL SPEND	Variance	Slippage
Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000
Care Act: Social Care IT Developments	380	(48)	332	192	(140)	-42%
DAAT Service Reprovision	500	0	500	146	(354)	-71%
Learning Disability Change Programme	300	600	900	2	(898)	-100%
Extra Care Housing	150	699	849	16	(833)	-98%
Children's Trust - Invest to Save	850	0	850	850	0	0%
Flexible Use of Capital Receipts				4,500		
Total Wellbeing	2,180	1,251	3,431	5,706	(2,225)	
Chief Executive	£'000	£'000	£'000	£'000	£'000	£'000
Superfast Broadband	0	33	33	24	(9)	-27%
Total Chief Executive	0	33	33	24	(9)	(0)
Resources, Housing and Regeneration						
Disabled Facilities Grant	350	0	350	350	0	0%
Housing Renovation Grant	64	426	490	418	(72)	-15%
Street Lighting Improvement Phase 2		0	0	(65)	(65)	
Highway & Land Drainage Improvm'ts	70	(44)	26	105	79	304%
Catalyst Equity Loan Scheme		27	27	27	0	0%
The Curve		1,189	1,189	2,062	873	73%
Corporate Property Asset Mgm't	250	0	250	292	42	17%
Major Highways Programmes	765	89	854	738	(116)	-14%
LED Upgrade	930	3,672	4,602	9,162	4,560	99%
Highway Reconfigure & Resurface	500	(3)	497	346	(151)	-30%
Chalvey Hub		143	143	11	(132)	-92%
Colnbrook By-pass	131	0	131		(131)	-100%
Demolitions	100	220	320	325	5	2%
Stoke Poges Footbridge		410	410		(410)	-100%
Windsor Road Widening Scheme		0	0	22	22	
Purchase 81-83 High Street	555	130	685	568	(117)	-17%
Pendeen Court		2,450	2,450		(2,450)	-100%
A332 Windsor Road Widening Scheme	4,800	1,373	6,173	565	(5,608)	-91%
A355 Tuns Lane LEP Transport Scheme	4,800	1,728	6,528	55	(6,473)	-99%
Slough MRT	4,700	(570)	4,130	9,826	5,696	138%
Flood Defence Measures SBC/EA	100	0	100		(100)	-100%
Plymouth Road (dilapidation works)	120	185	305	13	(292)	-96%
Relocation of Age Concern		19	19	11	(8)	-42%
Air Quality Monitoring	100	67	167	13	(154)	-92%
DEFRA Air Quality		24	24	5	(19)	-79%
Local Safety Scheme Programme		60	60	(35)	(95)	-158%
Station Forecourt		15	15	9	(6)	-40%
Infrastructure		20	20	6	(14)	-70%
Bath Road Redevelopment	100	299	399		(399)	-100%
Northborough Park		250	250		(250)	-100%
Redevelopment - Thomas Grey Centre	2,000	50	2,050		(2,050)	-100%
Electric Vehicle Network		200	200		(200)	-100%

Carbon Management-Fleet Challenge	500	100	600	16	(584)	-97%
Re-fit Programme		75	75	3	(72)	-96%
Burnham Station LEP	2,000	(40)	1,960	529	(1,431)	-73%
LAAP Mortgage Scheme	5,000	0	5,000		(5,000)	-100%
Asset Condition Survey		150	150	75	(75)	-50%
LTP Implementation Plan	400	0	400		(400)	-100%
Scheme Name	16-17 Approved Budget*	Adjustment**	16-17 Revised Budget	FINAL SPEND	Variance	Slippage
Resources, Housing and Regeneration (continued)	£'000	£'000	£'000	£'000	£'000	£'000
TVU development			0	80	80	
Strategic Acquisition fund		16,890	16,890	15,350	(1,540)	-9%
Hotel development			0	36	36	
A4 Cycle		415	415		(415)	-100%
Total RHR	28,335	30,019	58,354	40,918	(17,436)	
GRAND TOTAL	69,747	36,170	105,917	87,121	(23,296)	

FUNDING			16-17 Revised Budget	FINAL SPEND	
Grant Funded			44,944	32,242	
Borrowing			58,950	44,983	
Section 106			2,023	2,046	
Capital Receipts				7,850	
Total			105,917	87,121	

16-17 approved budget* - Approved by cabinet 8 February 2016 **Adj**** - represents any brought forward unused budget, virements and new projects approved by CSB

2016-17 Spend against Approved Revised Budget – HRA

<i>Scheme Name</i>	<i>16-17 Approved Budget*</i>	<i>Adjustment **</i>	<i>16-17 Revised budget</i>	<i>FINAL SPEND</i>	<i>Variance</i>	<i>Slippage</i>
Decent Homes	£'000	£'000	£'000	£'000	£'000	£'000
Boiler Replacement	1,001	0	1,001	1,223	222	22%
Heating / Hot Water Systems	320	0	320	683	363	113%
Insulation programmes	788	0	788	3,399	2,611	331%
Front / Rear Door replacement	269	(203)	66	410	344	521%
Kitchen Replacement	1,121	1,037	2,158	560	(1,598)	-74%
Bathroom replacement	554	542	1,096		(1,096)	-100%
Electrical Systems	263	213	476		(476)	-100%
Roof Replacement	187	149	336	413	77	23%
Structural	321	(169)	152	404	252	166%
Total Decent Homes	4,824	1,569	6,393	7,092	699	
Planned Maintenance - Capital						
Garage Improvements	170	105	275	197	(78)	-28%
Mechanical Systems /Lifts	123	(197)	(74)	76	150	-203%
Capitalised Repairs		0	0	0	0	
Security & Controlled Entry Modernis'n	44	91	135	25	(110)	-81%
Darvills Lane - External Refurbs		0	0	0	0	
Est. Improvem'ts/Environmental Wks	150	667	817	371	(446)	-55%
Replace Fascias, Soffits, Gutters etc	501	(122)	379	1,222	843	222%
Upgrade Lighting/Communal Areas	250	(122)	128	314	186	146%
Communal doors	28	47	75	22	(53)	-71%
Balcony / Stairs / Walkways areas	49	81	130	1	(129)	-99%
Paths	65	65	130	0	(130)	-100%
Store areas	34	57	91		(91)	-100%
Sheltered / supported upgrades	250	250	500		(500)	-100%
Total Planned Maintenance - Capital	1,664	922	2,586	2,228	(358)	
Other	£'000	£'000	£'000	£'000	£'000	£'000
Environmental Improvements	100	198	298	0	(298)	-100%
Stock Condition Survey	160	1,440	1,600	433	(1,167)	-73%
Commissioning of Repairs Maintenance and Investment Contract	945	564	1,509	738	(771)	-51%
Tower and Ashbourne	4,094	321	4,415	2,719	(1,696)	-38%
Major Aids & Adaptations	250	(83)	167	272	105	63%
Affordable Homes	4,000	5,920	9,920	11,061	1,301	13%
Britwell Regeneration		989	989	818	(161)	-16%
Total Other	9,549	9,349	18,898	16,211	(2,687)	
GRAND TOTAL	16,037	11,840	27,877	25,362	(2,346)	
Funding						
Section 106				(3,000)		
Capital Receipts	(1,200)	(1,200)	(1,200)	(3,284)		
Major Repairs Reserve	(6,500)	(6,500)	(13,000)	(10,578)		
RCCO	(8,337)	(4,140)	(13,677)	(8,500)	(2,346)	
TOTAL	(16,037)	(11,840)	(27,877)	(25,362)	(2,346)	

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee

DATE: 13th July 2017

CONTACT OFFICER: Ginny de Haan, Head of Consumer Protection & Business Compliance
(For all Enquiries) (01753) 477912

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

5 YEAR PLAN: OUTCOME 3 (SLOUGH WILL BE AN ATTRACTIVE PLACE)

1. **Purpose of Report**

- 1.1 This report introduces the Committee to the work on Outcome 3 of the 5 Year Plan 2017 - 2021: **“Slough will be an attractive place where people choose to live, work and visit”**. It also asks the Committee which areas it would wish to prioritise for consideration at future meetings.
- 1.2 The work on Outcome 3 is aligned around 7 cross cutting key actions which involve delivery by the council and strong engagement and influencing of partners and other stakeholders.

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

- a) That the key actions developed under Outcome 3 of the 5 Year Plan, as summarised in paragraph 5 of the report be noted.
- b) That the Committee decide which areas to consider in more detail at future meetings.

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

How people feel about the area where they live and work has a significant impact upon their wellbeing and Outcome 3 strongly supports the priorities of the SJWS. In addition, building upon the ‘attractiveness’ of Slough is important to maintain economic confidence in the town and attract new business and employment opportunities to the area.

The Safer Slough Partnership effectively coordinates the multi-agency and community approach on crime.

4. **Other Implications**

(a) **Financial**

There are no direct financial implications of proposed action

(b) Risk Management

Recommendation	Risk/Threat/Opportunity	Mitigation(s)
Each element of the Outcome Plan will have specific risks attached to it and these will be addressed within the consideration of each element. An overall Risk Register is being developed	These will be set out in relation to each of the key actions in the Five Year Plan.	These will be developed in relation to each of the key actions in the Five Year Plan

(c) Human Rights Act and Other Legal Implications

There are no human rights or other implications

(d) Equalities Impact Assessment

An EIA is not required. EIA where carried for council strategies that relate to Outcome 3, such as the Leisure and Public Realm strategies

(e) Workforce Implications

There are no workforce implications.

5. **Supporting Information**

- 5.1 Outcome 3 ('Attractive') was developed over the last part of 2016/17 and has absorbed the previous outcome 4 relating to 'Safe'. The outcome focus includes peoples perception of Slough and the new outcome also incorporates elements of Public Realm and the vibrant and diverse offer in the town for people. Outcome 3 draws upon many existing strategies and has strong links to other outcomes in the Five Year Plan.
- 5.2 An Outcome Delivery Group and Plan has been developed to take forward the key actions in Outcome3 which is led by the Head of Consumer Protection & Business Support with membership sourced from across the council. Outcome 3 key actions are summarised below:
- **Key Action 1** – Work with members to conduct a residents survey on perceptions and combine with other survey data to create a clear understanding of peoples' current perception of Slough
 - **Key Action 2** – Work with Slough Safer Partnership and other stakeholders to ensure that crime prevention and community safety is at the heart of an attractive and vibrant Slough
 - **Key Action 3** – Work to promote Slough as an attractive, safe and vibrant place with opportunities for all
 - **Key Action 4** – Work with SBC teams and stakeholders to enhance and promote Slough's open space, leisure, arts and culture, residential and visual offer and identify strategic location improvements
 - **Key Action 5** - Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained
 - **Key Action 6** – Work with SBC teams and stakeholders to improve air quality

- **Key Action 7** – Work with Members, partners and community groups to strengthen local cohesion and resilience
- **Key Action 8** – Work with partners to ensure that children and vulnerable people are protected (Child Sexual Exploitation and Trafficking)

5.3 Members are asked to consider which of these key action work streams they would wish to consider in more detail at future meetings.

6. **Comments of Other Committees**

This report had not been considered by other committee.

7. **Conclusion**

This is the first report on Outcome 3 of the 5 Year Plan and has introduced the main areas of work which are being pursued. It is anticipated that the Committee will play an important role in reviewing the work to ensure that it fully promotes the interests of the residents of Slough in ensuring that Slough is an attractive place and is perceived as such by residents, businesses and visitors.

8. **Appendices Attached**

None

9. **Background Papers**

None

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 13th July 2017

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

WARDS: All

PART I
FOR CONSIDERATION & COMMENT

OVERVIEW AND SCRUTINY COMMITTEE – 2017/18 WORK PROGRAMME

1. **Purpose of Report**

For the Overview and Scrutiny Committee (OSC) to identify priorities and topics for its Work Programme for the 2017/18 municipal year.

2. **Recommendations/Proposed Action**

2.1 That the Committee:

- i) identify the major issues it would like to cover in the 2017/18 municipal year;
- ii) agree, where possible, timing for specific agenda items during the 2017/18 municipal year; and
- iii) consider whether there are any items which it would like to request one of the Scrutiny Panels add to their Work Programmes for the municipal year.

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

3.1 The Council's decision-making and the effective scrutiny of it underpins the delivery of all the Joint Slough Wellbeing Strategy priorities. The OSC, alongside the 3 Scrutiny Panels combine to meet the local authority's statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.

3.2 The work of scrutiny also reflects the priorities of the Five Year Plan, as follows:

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

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

4. **Supporting Information**

- 4.1 The purpose of Overview and Scrutiny is to hold those that make decisions to account and help Slough's residents by suggesting improvements that the Council or its partners could make.
- 4.2 Prioritising issues is difficult. The Scrutiny function has limited support resources, and therefore it is important that the work scrutiny chooses to do adds value.
- 4.3 There are three key elements that make up the responsibilities of the Overview and Scrutiny Committee:
- provide transparency and public accountability for key documents relating to the financial management and performance of the Council;
 - scrutinise significant proposals which are scheduled for, or have been taken as, a Cabinet/Officer delegated decision; and
 - strategic shaping of service improvements relating to the Cabinet Portfolios of Finance & Strategy and Performance & Accountability
- 4.4 In considering what the OSC should look at under points two and three above, Members are invited to consider the following questions:
- *To what extent does this issue impact on the lives of Slough's residents?*
 - *Is this issue strategic and pertinent across the Borough?*
 - *What difference will it make if O&S looks at this issue?*

5. **Suggested Topics**

- 5.1 It is generally recommended that a Scrutiny Committee should aim to look at no more than 3 or 4 items in any one meeting. This limited number can prove challenging, but does allow the Committee to delve down into specific subject areas and fully scrutinise the work that is being undertaken.
- 5.2 This will be a continuous process, and flexibility and responsiveness vital to success. It is important not to over-pack the Committee's agenda at the start of the year, which will not allow the flexibility for the Committee to adapt to take into consideration issues that have arisen during the year.

6. **Resource Implications**

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

7. **Conclusion**

- 7.1 The Overview and Scrutiny Committee plays a key role in ensuring the transparency and accountability of the Council's financial and performance management, and strategic direction. The proposals contained within this report highlight some of the key elements which the Committee must or may wish to scrutinise over the coming municipal year.
- 7.2 This report is intended to provide the Committee with information and guidance on how best to organise its work programme for the 2017/18 municipal year. As previously stated, this is an ongoing process and there will be flexibility to amend the programme as the year progresses, however, it is important that the Committee organises its priorities at the start of the year.

8. **Appendices Attached**

A - Draft Work Programme for 2017/18 Municipal Year

9. **Background Papers**

None.

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OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2017/2018

Meeting Date	
13 July 2017	
<ul style="list-style-type: none"> • Transactional Services - Annual Report • Housing Strategy – Theme 1 (Supply of New Homes) • Slough Five Year Plan - Slough will be an attractive place where people choose to live, work and visit • Financial Update • 2016 – 17 Q4 Performance 	
14 September 2017	
<ul style="list-style-type: none"> • Slough Five Year Plan - Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents • Childhood Obesity – Scoping Review • Financial Update • 2017 – 18 Q1 Performance 	
16 November 2017	
<ul style="list-style-type: none"> • Adult Social Care Transformation Programme – Annual Update • Slough Urban Renewal • PCC and Chief Constable - presentation • Financial Update 	

Meeting Date	
11 January 2018	
<ul style="list-style-type: none"> • Transactional Services – Half Year Update • Housing Strategy - Theme 3: Council Homes (Theme 2: Private Sector in July 2018) • Financial Update • 2017 – 18 Q2 Performance 	
1 February 2018	
<ul style="list-style-type: none"> • BUDGET MEETING 	
15 March 2018	
<ul style="list-style-type: none"> • Financial Update 	
12 April 2018	
<ul style="list-style-type: none"> • Financial Update • Scrutiny – Annual Report • Petitions – Annual Summary 	

To be programmed:

- Economic Strategy – update from town centre discussion
- Communications Strategy – update from LGA Peer Review
- 2nd items on Five Year Plan Outcomes

MEMBERS' ATTENDANCE RECORD 2017/18
OVERVIEW AND SCRUTINY COMMITTEE

COUNCILLOR	13/06/17	13/07/17	14/09/17	16/11/17	11/01/18	01/02/18	15/03/18	12/04/18
Chahal	P							
Chaudhry	P							
N. Holledge	P							
Parmar	P							
Rana	P							
Sadiq	P							
Sarfraz	P							
A. Sandhu	P							
R. Sandhu	P							

P = Present for whole meeting
 Ap = Apologies given

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

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