

Date of issue: Wednesday, 3 January 2018

MEETING:	OVERVIEW & SCRUTINY COMMITTEE (Councillors Chohan (Chair), Chahal (Vice Chair), Chaudhry, N Holledge, Parmar, Rana, A Sandhu, R Sandhu and Sarfraz)
DATE AND TIME:	THURSDAY, 11TH JANUARY, 2018 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.



NEIL WILCOX
Director of Finance & Resources

AGENDA

PART I

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Apologies for absence.

CONSTITUTIONAL MATTERS

1. Declarations of Interest

All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare



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that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.

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

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

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| 2. | Minutes of the Last Meeting held on 16th November 2017 | 1 - 6 | - |
| 3. | Action Progress Report | 7 - 8 | All |

SCRUTINY ISSUES

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

<i>(An opportunity for Committee Members to ask questions of the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).</i> | | |
| 5. | Transactional Services: Half-Yearly Report Contract Year 6 | 9 - 22 | All |
| 6. | Housing Strategy - Theme 4: Homelessness and Housing Need; Theme 5: Special Needs and Vulnerable Groups | 23 - 34 | All |
| 7. | Five Year Plan Refresh for 2018/19 - 2022/23 | 35 - 42 | All |
| 8. | Five Year Plan Outcome 3: "Slough will be an attractive place" | 43 - 58 | All |
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MATTERS FOR INFORMATION

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| 10. | Work Programme 2017/18 | 77 - 82 | All |
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| 12. | Date of Next Meeting - 1st February 2018 | | |

Press and Public

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

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Overview & Scrutiny Committee – Meeting held on Thursday, 16th November, 2017.

Present:- Councillors Sadiq (Chair), Chahal (Vice-Chair from 6.36pm), N Holledge, Parmar, Rana, Sarfraz, A Sandhu and R Sandhu.

Also present under Rule 30:- Councillors Arvind Dhaliwal, Munawar, Smith and Wright.

Apologies for Absence:- Councillor Chaudhry.

PART I

34. Declarations of Interest

None were declared.

35. Minutes of the Meetings held on 14th September and 30th October 2017

Resolved – That the minutes of the meetings held on 14th September and 30th October 2017 be approved as a correct record.

36. Member Questions

None received.

37. Presentation by the Thames Valley Police and Crime Commissioner

The Police and Crime Commissioner for Thames Valley, Mr Anthony Stansfeld was welcomed to the meeting. Also in attendance were Chief Constable of Thames Valley Police, Mr Frances Habgood and Deputy Commander, Mr Mark Spencer.

Mr Stansfeld informed Members that recorded crime had increased by 7.2% within the Thames Valley area, compared to a national increase of 11%. The increase was largely attributed to improvements in compliance with National Crime Recording Standards, following recommendations made by HMIC in 2014. Victim satisfaction remained high at 88% compared with the national average of 84%. It was highlighted that the recent assessment of Thames Valley Police force had rated the service as outstanding across all areas of policing – effectiveness, efficiency and legitimacy.

Details of the Adult and Youth Surveys were outlined, the findings of which would inform the PCC's strategic priorities for 2017-2021. It was noted that there had been a 28% reduction in the PCC's budget, which equated to a loss of £100 million in real terms.

The Chief Constable outlined details of the current policing issues in Slough. Although there had been a reduction in the number of residential burglaries, concerns regarding an increase in young people linked to gang related

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violence and carrying knives was raised. A number of initiatives had been implemented to address this issue, including the establishment of a multi agency problem solving Organised Crime Group. Working together to build stronger, more resilient communities was key to ensuring early intervention partnership working.

The operational priorities for 2017/18 were highlighted as reducing crimes of most concern – burglaries, violence, serious and organised crime; protecting vulnerable people – domestic abuse, hate crime, child sexual exploitation, female genital mutilation; bringing offenders to justice and a reduction in repeat demand.

Committee Members raised the following issues in the ensuing discussion:

- *What the Council could do to assist the police force.* It was noted that a strong partnership existed between the Council and TVP and the Slough Safer partnership was an excellent forum in development and implementation of initiatives. However, Councillors had a significant role to play regarding engagement with their respective communities. It was noted that individuals from an ethnic minority group were under represented on TVP work force and Members could encourage individuals to volunteer or join the police force.
- *Measures taken to address anti-social behaviour.* Members were informed that in known areas of anti social behaviour, Neighbourhood Area teams carried out a more proactive role in dispersing congregating groups of individuals. It was noted that the PCC had allocated funds to the Community Safety Partnership specifically to target issues relating to youth crime. The Committee acknowledged that in order to successfully address anti social behaviour the causes of why this type of behaviour was occurring needed to be identified. The Community Safety Partnership Manager, Garry Tallett informed Members that a Multi Agency Strategy was being developed to identify the possible causes.
- *Concerns relating to online bullying.* The importance of engaging young children in a discussion regarding the importance of staying safe online was recognised and steps were being implemented to engage schools in this discussion offering advice and security tips. It was noted that a pilot Healthy Relationships Programme was currently available for pupils in the last two years at primary and first two years at secondary school, which would be offered to all schools in Slough.
- *Closure of police stations and potential impact in Slough.* The Chief Constable stated that despite financial pressures there had been an increase in the number of officers working in the Slough area. Although a number of Neighbourhood Police Offices had closed, this was due to developments in technology which meant that Officers were provided with hand held devices.

Councillor Arvind Dhaliwal, Cabinet Member for Regulation and Consumer Protection, addressed the Committee, informing Members that he held regular meetings with both the PCC and TVP where local issues had been raised. It

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was noted that the Slough Safety Partnership Board also met on a quarterly basis and was currently focussing on cyber crime and identity fraud.

On behalf of the Committee, the Chair thanked Mr Stansfeld and Mr Habgood for their presentations and attending the meeting.

Resolved – That details of the presentation be noted.

38. **Call In: Arbour Park Community Stadium Slough Town Football Club Agreement with Slough Borough Council**

The Committee considered details of a Member Call In that had been received following a Cabinet decision on 16th October regarding the terms of the agreement between Slough Town Football Club (STFC) and Slough Borough Council.

Councillor Smith, a signatory to the Call In, addressed the Committee and summarised details of the Call In. It was submitted that the proposed agreement meant that SBC would be subsidising STFC with no attempt to recover the capital costs of building the stadium to STFC's specifications and only a nominal rent and profit share with STFC on other income to partly cover operating costs falling to the Council. Councillor Smith stated that this conflicted with an undertaking made by the then Leader of the Council, Councillor Anderson, in July 2015 at full Council meeting, that no commitment was being made to subsidise STFC. It was requested that the Council explore putting in place a more realistic business plan which meant that it would receive the market rate for rental of the stadium.

The Director of Finance and Resources informed the meeting that it was proposed that the Council enter an 18 month agreement with STFC, with a break clause enabling either party to terminate the agreement with a minimum three months notice. The contract would be subject to an annual review. Members were reminded that since 2009, STFC had promoted a proposal submitted to the Council for permission to build a new stadium within the Borough. In July 2014, Cabinet had approved that a new Community Sports Facility be developed on the Arbour Park site. The site was now fully operational and being managed by the Council's Facilities Management Team and was STFC ground since the beginning of the 2016/17 football season.

Referring to specific points raised in the Call In, the Director explained that STFC were a hirer of the stadium and had no ownership in the land or asset. The social return on investment sufficiently covered rental costs in a non-monetary value. It was confirmed that there was no record of a Council or Cabinet decision stating that a commitment had been given, by the then Leader of the Council, Councillor Anderson that no subsidies would be made to STFC.

It was explained that multiple users were making use of the community stadium which represented value for money. In response to who kept the proceeds from gate receipts, Members were informed that although all

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proceeds from gate receipts would go to STFC, SBC would receive 50% of income received from the bar. The Director of Finance and Resources assured the Committee that the income generated from gate receipts would be subject to review should STFC get promoted. It was noted that users of other venues were not expected to contribute towards capital costs and reference was made specifically to Slough Jets and the current refurbishment of the Ice Rink.

A number of issues were raised in the ensuing discussion, including what arrangements had been put in place to monitor the terms of the agreement. It was outlined that the contract would be reviewed on an annual basis and a number of Key Performance Indicators would measure the effectiveness of the agreement. It was agreed that a report would be considered by the Committee in twelve months time.

Resolved –

- (a) That no further action be taken in respect of the Call In request of the Cabinet Decision of 16th October 2017 on the Arbour Park Community Stadium Slough Town Football Club Agreement with Slough Borough Council.
- (b) That a progress report, monitoring the Key Performance Indicators within the agreement, be considered by the Committee in twelve months time.

39. Revenue Financial Report 2017/18 - Quarter 2

The Committee were provided with an update on the Council's financial position for Quarter 2 2017/18. The Director of Finance and Resources stated that the financial position had improved by £1.617m which was attributed to investment returns of £500k, budget adjustments of £530k, street lighting maintenance £160k and capitalisation of staff costs of £100k.

It was explained that the main causes for the budget pressures related to the Temporary Accommodation and Homelessness budget due to a sustained increase in demand for temporary housing; a lower than budgeted income expected for Cemeteries and Crematorium, Registrars and Parks and Open Spaces, an overspend on the arvato (Phase 1) Contract in Transactional Services and slippage in delivering the agreed savings on the legal services budget. Management actions and initiatives to address the budget pressures were outlined.

A Member raised the possibility of introducing incentives for individuals to encourage them to pay their council tax by Direct Debit and it was noted that officers would explore this further.

Referring to the current overall financial position for Quarter 2 it was confirmed that this was much better than anticipated, which was mainly due to income generated from Slough Urban Renewal.

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Resolved -

- (a) That the latest financial position be noted.
- (b) That the proposal to delegate the decision for agreeing the formula for schools funding for 18-19 as outlined in paragraph 6.3.4 of the report be noted.
- (c) That the budget virements as listed in paragraph 8 of the report be noted.
- (d) That the write offs as detailed in paragraph 9 of the report be noted.

40. Obesity Task and Finish Group Terms of Reference

Members were reminded that the possibility of a Task and Finish Group was raised at meeting in June 2017. The Group's remit was to undertake work on making Slough an 'exemplar Council' establishing a working environment where the health and wellbeing of staff was central to policy making. It was outlined that particular areas of focus would relate to ensuring that catering at the Council promoted healthy eating and staff were encouraged to undertake physical activity.

The Terms of Reference were outlined for Members information. It was anticipated that the Task and Finish Group was aiming to conclude its work during January 2018.

Resolved – That the Obesity Task and Finish Group Terms of Reference, as set out in the Appendix to the report, be noted.

41. Forward Work Programme

The Scrutiny Officer outlined details of the Forward Work Programme for the Committee 2017/18.

Resolved – That the Forward Work Programme be updated as follows:

March 2018

- Slough Urban Renewal
- Slough Five Year Plan: Outcome 5, Key Action 6 (Cultivate a vibrant town centre)
- Adult Social Care Transformation Programme - Annual Update

42. Members Attendance Record 2017/18

The Committee noted that Councillor R Sandhu had missed three consecutive meetings. Councillor Sandhu stated that the meeting of 30th October 2017 was an Extraordinary meeting and that he was away during this period on planned leave. Having considered all the information and the fact that

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Councillor Sandhu had only missed two scheduled meetings, the Committee agreed that no further action be taken.

Resolved – That details of the Members Attendance Record 2017/18 be noted.

43. Date of Next Meeting - 11th January 2018

The date of the next meeting was confirmed as 11th January 2018.

44. Exclusion of the Press and Public

Resolved – That the press and public be excluded from the remainder of the meeting as the items to be considered contain exempt information relating to the financial and business affairs of any particular person (including the Authority holding the information) as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972 (amended).

45. Part II Minutes of the Extraordinary Meeting held on 30th October 2017

Resolved – That the Part II minutes of the Extraordinary Meeting held on 30th October 2017 be approved.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.50 pm)

Overview and Scrutiny Committee – Action Progress Report

13th July 2017

Minute:	Action:	For:	Report Back To: Date:
6	Details relating to potential budget impact regarding delays in the Slough Major Transport Scheme to be sent to Committee Members.	Section 151 Officer	OSC December 2017

14th September 2017

Minute:	Action:	For:	Report Back To: Date:
22	A copy of the three monthly report submitted to CMT regarding Implementation and Progress of Key IT Projects to be circulated to the Committee.	Arvato	OSC 16 th Nov 2017
25	Resolved: That a Task and Finish Group be established to develop and implement a programme of work which aims to make Slough Borough Council an exemplar Council with regards to helping staff and members maintain and improve their health.	Scrutiny Officer	OSC 16 th Nov 2017
25	Results of Secondary Schools Survey to be sent to Committee Members when available.	Public Health	OSC As appropriate
27	Details of lessons learnt for the following projects to be circulated to the Committee: <ul style="list-style-type: none"> • The Curve • Transfer of Services back in house from Cambridge Education • Subsidiary Housing Companies 	Performance Manager	OSC 16 th Nov 2017

16th November 2017

Minute:	Action:	For:	Report Back To: Date:
40	The Terms of Reference were outlined for Members information. It was anticipated that the Task and Finish Group was aiming to conclude its work during January 2018.	Scrutiny Officer	OSC 11 th Jan 2018

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 11th January 2018

CONTACT OFFICER: Neil Wilcox, Director of Finance & Resources / S151 Officer
(For all enquiries) (01753) 875207

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

TRANSACTIONAL SERVICES: HALF-YEARLY REPORT CONTRACT YEAR 6**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 period April 2017 – October 2017.

2 Recommendation(s)/Proposed Action

The Committee is asked to note and comment on Arvato's performance in delivering the Thames Valley Transactional Services contract for the period of April 2017 – October 2017 and advise of any specific reporting requirements for future scrutiny 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 6 seeing a significant uplift in the provision of complex projects and ICT improvements. 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 also 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 directly impact young people.

The focus on young people continues with Arvato’s mutual ambition to uplift the community through apprenticeships schemes, including, as a first, a pilot to bring care leavers into the work environment.

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	The contract has built in flexibility which enables changes to be appropriately considered using the change control mechanism Furthermore the Contract governance structure includes for regular review of any change controls to ensure that the contract administration remains compliant	Allows for flexibility as the council’s corporate and service priorities change.
Property	With Arvato’s head office in Slough, all risks associated with property have now been mitigated and the risk has transferred to Arvato	Slough Borough Council can make use of the training and meeting room facilities at Phoenix 1 – Farnham Road. The site is 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. Over 400 people working for Arvato live in Slough.
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	Timescales allow for services to be embedded

	April 1 st 2012 – March 2022. This means that both Phase 1 & Phase 2 services run concurrently	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 applicable.

(e) 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

5.1 Appendix 1 provides a full description of achievements and challenges by the following service areas:

- Logistics
- Accounts payable/receivable
- ICT
- Council Tax
- Benefits
- Business Rates
- Customer Services
- Transactional HR
- Pensions
- Apprenticeships
- Projects
- Value added

5.2 From an 'Added Value' perspective, the contract continues to excel this year across projects and in most operations, and particularly in terms of their commitments to support young people.

5.3 The contract has continued to demonstrate a steady growth in private sector business with further customers about to be added. Such is the growth that Arvato headquarters are at capacity following a recent densification project. The continued impact on Slough has resulted in increased job opportunities for Slough residents – employees are at 850+ and growing. Wherever possible, Arvato makes use of local suppliers, further enhancing the local economy.

5.4 From a contract performance perspective, contract year 6 has improved in most service areas such as Customer Services and Business Rates. Some areas will always need constant support and attention such as Council Tax.

6 **Comments of Other Committees**

This report has not been considered by any other committees.

7 **Conclusion**

Members are requested to note the progress made during this six month period to October 2017 and comment on performance or other issues accordingly.

8 **Appendices Attached**

Appendix 1 – Contract Year 6 April – October 2017 Half Year Review

9 **Background Papers**

None.

Contract Year 6 April 2016 – October 2017 Half Year Review

Logistics

Many SBC teams have been moving around, and new teams have joined the council. Challenges remain about how best to impact assess this. In recent moves, the post room and couriers had to turn around arrangements in two days, which was achieved, but is not ideal.

Drop off capacity upon existing routes is at maximum, and any new buildings or teams will now reduce quality and times as the service will be spread too thinly. Expansion and further resource may be required should this happen.

The Dip service KPI regularly failed, with a 95% result for November. Adherence to target has been made difficult with the new scanner installation, where integration has proved more complex than originally anticipated. Any backlogs have remained a priority and largely cleared.

However, we now receive far greater volumes to be processed, and this has been absorbed by the team so far, but we'll need to pay close attention to this in 2018 to ensure the quality doesn't drop.

The other issue around the Dip KPI is with the Council's Housing team. I know you are aware that they work differently to almost all the other teams using the Civica Dip system in that we receive their mail and forward the hard copies, as we would for the areas of the Council not using Dip. The mail is worked on and then returned to us to scan in, meaning Housing use Civica as an electronic filing system rather than the powerful work tool it was designed to be. Nor do we currently index scanned docs for Housing and working this way causes a number of issues for Arvato and SBC.

- Significant additional work in delivering and collecting Housing mail for the already pressed mail couriers
- Mail is date stamped when opened in Housing, and kept until complete – there can be a difference of 6 months or more between a document being date stamped and being returned to Arvato to be scanned into Civica. Fortunately this is understood by the client team and is not blamed on Arvato.
- In practice documents are often kept with Housing past their completion date, and only sent Arvato when storage is tight. Documents as old as 4 years have been found. Receiving such a large quantity of documentation in one go makes it impossible for Arvato to process in line with KPI targets.
- This approach presents a risk in creating a security and confidentiality issue, as well as the question of what would happen if the original hard copies were destroyed in the event of fire or flood.
- Housing routinely run with a backlog of hundreds of items awaiting indexing, currently nearly 700, which means they can't be viewed. The Arvato team gets frequent calls asking when a document will be scanned in, which in practice has already been done, but is waiting for the Housing team to index. Leaving aside the time it takes to check, it also leaves Arvato open to unfair reputational damage.

Arvato has offered to take on the indexing function for the Housing team after appropriate training. It would create more work for Arvato, but the win would be avoiding the issues listed above.

Accounts Payable/Receivable

Accounts Payable (P2P):

- Estimated 40,000 creditor payments processed for client with a value approaching £300M.
- Invoices paid within 30 days runs at around 72% currently which is some distance behind the aspirations contained within the government's Prompt Payment Code. Slough Borough Council action is required to improve this, as structurally the team is close to maximum capacity.
- Successfully managed the removal of cheque payments for client suppliers. All now paid via cheaper and more efficient BACS method.

Rent Accounting:

- Successful performance for annual Housing Rents Year End process; together with quarterly statements produced & delivered; Direct Debit collections and Housing Benefit notifications; and assisted the client with Capita Housing system upgrades during the period.
- Working very hard on Former Tenant Arrears which are notoriously difficult to collect. New cases arising are usually more than 300 per annum with a value of around £0.25M.
- Assisted with the review and re-writing of its Former Tenant Arrears Policy.
- Assisting with implementation of 'paperless Direct Debits' for Housing Rent collection
- Processed around 300 rent refunds, on request, with a value of £250K.

Accounts Receivable (AR)

- Aged Debt has fluctuated, but AR collection rates have averaged around 97% during the period, despite several operational issues with the Agresso implementation
- Over 20,000 invoices were raised with a value of approx. £37M
- Assisting with the review of its Debt Recovery & Collection Policy, providing technical expertise in AR function.
- Providing BACS payment service to the Slough Childrens Services Trust, and Cambridge Education (until end of that contract).

Accounting Technicians:

- No reported service failures. Some issues around client/contractor split of responsibilities. Hence, SLA reviewed and discussions held re most appropriate model for delivery of service (service realignment). Thus AT staff TUPE back to SBC in January 2018.
- Supported Slough's schools with all their reporting requirements, on a monthly basis.
- Assisted with programme to bring Environmental Services DSO back to the council.

Cashiering:

- Assisted planning for the latest upgrade to Civica Icon cash receipting system.
- Managed changes for the introduction of new notes and coins (tills and kiosks).

- Driven the work required to remove charges to customers for paying by credit card (target for completion Jan 2018).

General:

- All KPIs in Transactional Finance have been successfully achieved (every month)
- Issues with Agresso have been worked around or now properly addressed. These include the ability to issue AR refunds, ability to run write offs.

ICT

- Support teams have been reprofiled so resources have clearly defined roles resulting in smoother support
 - Service Desk, Application support and service manager
- KPI reporting has proved problematic due to out-of-date, non-reporting systems, but a lot of work has been done to get this to an acceptable level
 - New ITSM tools are now being reviewed, which will transform Arvato IT's ability to report accurately on an on-demand 'live' basis.
- New Service Delivery Manager is committed to further improvement:
 - Support services process review and gap analysis
 - Major Incident Process re-designed and implemented to ensure major incidents are handled in a correct and consistent manner
- Cross team training has generated greater resilience and capacity
 - Currently working on cross team training so this no longer become an issues
- Dynamic changes continuing to occur within Slough demanded greater flexibility
 - An IT change management processes has been improved and will continue to mature
- Despite having finite resources, these have been able to stretch to support key projects including
 - Capita upgrade
 - DSO
 - Hawker House/RMI
 - IPVPN
- PSN has been challenging
 - Now progressing well, with remedial actions from PSNA understood and in motion
- Live service desk tickets reduced from 300 to 100
- Understanding SBC digital strategy is crucial for Arvato IT to align to
 - This strategy is still in development
 - Operational imperatives are starting to shape the strategy, which may not be desirable
- Working relationship between Arvato IT and SBC has improved, with further gains to be had.

Council Tax

- The collection rate at the end of November 2017 is 75.49%, 0.14% less than the 75.63% achieved at the same point last year.
- This is 0.41% behind the profiled target for November 2017 of 75.9%.

Arvato aims to provide year on year optimum collection rates, however this becomes more of a challenge with the increase in new build properties. However, difficulties faced by Slough are not comparable to other areas due to the unique nature of the borough.

Arvato has introduced a text message service whereby the charge payer receives a text or email prompt for payment at an agreed stage of recovery cycle. Arvato continue to evaluate improvement schemes like this, and remain cautiously optimistic as to its long-term efficacy.

Whilst Arvato works closely with enforcement partners, we attempt to collect the debt ourselves first and make numerous attempts to speak with the charge payer prior to a referral to EA. By taking cases to court for potential committal to prison for wilful non-payment Arvato has shown what can happen if people with means choose not to pay. We have seen successful outcomes with committals, which demonstrates our shared commitment to the collection of Council Tax.

Additionally, Arvato has implemented RPA (Robotic Process Automation) processes with return from Enforcement Agents and Attachment of Benefit. A review is due in January. We will also be conducting the contractual SPD review at year end using RPA. The process for Moves and Refunds should be live within the next few weeks. All efficiency savings will be utilized in additional recovery activity.

Benefits

Arvato keeps on top of benefits workloads by processing claims and changes quickly, so that customers know what help they will get and what is left to be paid. Arvato actively encourages the take up of Benefits through Take Up Officers and a Debt and Welfare Function. This has proven to be highly effective, with case studies available.

Slough has high volumes of working age residents, with complex lifestyles, including many with self-employed earnings adding to the challenge. Lots of households in Slough are affected by the Benefit Cap, with significant amounts of Discretionary Housing Payments required for distribution to needy claimants.

Business Rates

Regular inspections and strong ties with SBC planners and building control ensure that the Arvato team monitors any changes to commercial properties, thereby maximising income. Regular monitoring of accounts and early intervention help to maintain payments as required.

Customer Service

KPI's are generally on target, although due to increased volumes, there is a pressure on CS3A the % of Council Tax and Housing Benefit calls answered within 30 seconds. For CS3C the % of Housing Services (Non homeless) calls answered within 30 seconds, Arvato are working to address this through the effective allocation of available resources. The reasons for the pressure are largely due to the increased volumes.

Consistent improvement has been seen in reducing the maximum wait time for face to face at LMP. Close partnership working was demonstrated through a highly successful visit from local councillors to Phoenix House and both the Contact Centre and Customer Service Centre at Landmark Place. Councillors spent time with staff listening to live

customer calls, which was invaluable and provided an insight into the work undertaken by the Team and the real-life challenges faced by many of our customers.

Positive engagement continued with Arvato's contribution to Slough's #Our Day - an excellent opportunity to showcase the support provided to the residents of Slough, and particularly the outcomes from the Debt and Welfare work.

Transactional HR

Ryan Stebbings, an apprentice Trainee Payroll & Pension Officer, achieved the CIPP Level 3 Certificate in Payroll Processes in July – and is now Assistant Payroll & Pensions Officer. This is another personal good news story from the apprentice programme.

The team are consistently achieving target KPIs.

Pensions

Legislation requirements around Local Government Pension have changed considerably over the last couple of years. This has now been made more complex through the need to complete and submit individual starter/leavers forms for TUPE exercises, whereas previously, a single spreadsheet submission was acceptable. More and more of the payroll team's time is taken up with completing forms for Berkshire Pensions.

Payroll Achievements

- DSO TUPE go live in December 2017. All new starters processed and on the payroll.
- School Workforce Census (Statutory Department of Education Return) successfully collated, verified and submitted
- National Minimum Dataset Return (NMDS – Skills for Care) Adult Social Services statutory return successfully collated, verified and submitted.
- New Variation Reports commissioned and utilised for the Agresso Payroll (Arvato brought in extra resource) to meet audit requirements.
- Upload of April 2017 Salary Award for NJC Staff and September 2017 Pay Award for Teaching and Soulbury Staff.
- P60s provided.

With the planned roll out of Employee Self Service Project April 2017 via Agresso, the Payroll Team are actively working with SBC to review processes and test changes. There may be a conflict where resource is required at short notice, with an associated impact on day to day services that could require backfill resource. We need to jointly plan and resource this requirement sensibly.

Apprentices

Slough Borough Council were formally acknowledged as one of Arvato's main Apprentice training providers with the signing of contracts following the Levy in April 2017.

2017 started with a total of 11 apprentices – completing both Level 2 Business Administration and Customer Services apprenticeships with Arvato in September. Over 90% of Arvato apprentices successfully completed their apprenticeship programme. 7 apprentices were directly employed by Arvato and Slough Borough Council following

successful completion of the apprenticeship programme and 4 either going onto higher education or onto other opportunities externally.

In May, Arvato joined forces with Slough Borough Council and the Children's Trust to pilot a scheme to offer previously Looked After Children (LAC)/care leavers an opportunity to complete an apprenticeship programme in Level 2 Customer Services within Arvato. The pilot has raised aftercare issues around starting the apprenticeship programme at the same time as leaving the care system. This includes pastoral care and financial support.

Arvato has indicated that the lack of support for these young people has a detrimental effect on the successful completion of the programme due to high absence levels. Arvato employed 2 LAC apprentices in May 2017, one apprentice was dismissed due to AWOL and high absence levels. The second apprentice also had high absence levels which was linked to financial concerns. Arvato are working closely with all parties to ensure that this young person is supported back to work to successfully complete his apprenticeship programme. A meeting is scheduled to take place in January 2018 to discuss the effectiveness of the pilot and way forward.

In September 9 apprentices started with Arvato. The apprentices are either on level 2 Business Admin and level 2 Customer Service standard (new) programmes. They are due to finish in September 2018.

Projects

The projects team from Arvato has delivered a wide-ranging programme of work, addressing changing business needs, legacy infrastructure and applications upgrades.

Arvato has deployed experienced project personnel, who have demonstrated control in the successful delivery of projects, plus improved the quality of reporting to SBC. Key projects included:

1. Network Upgrade (IPVPN)

A large and complex project to replace the old end of life network with a new network (IPVPN) which offers security, flexibility and resilience. Due to the physical work required, Arvato Project team faced several challenges on this project including permissions for access, highways and wayleave approvals, physical barriers to ducts etc. Despite this, the Arvato project team has successfully completed the phases due for this period.

2. CAFM (Computer Aided Facilities Management)

Replacing an out of support system with limited functionality, the CAFM system is modular and meets the specific requirements of SBC. The phased project rollout was very well received, with significant praise for Arvato.

3. DSO (Direct Service Organisation – Environmental Services)

A large scale and complex programme of works involving handover of the various services provided by Amey to SBC. Arvato's team was engaged from the start of the programme to ensure that required services were captured and delivered in time for the Dec 1 go live;

- Customer Services
- Payroll
- HR support
- ICT setup

- 3rd Party Applications
- Early life support

Arvato assigned a dedicated project team to work on all work streams in parallel. A project control structure successfully addressed mid-stream scope changes.

DSO went live on 1st December 2017 with Arvato providing Early Life Support, with technical staff remaining on standby for all eventualities.

Arvato has been praised for the dedicated focus and attention to detail in this successful programme.

RMI (Hawker House)

The start of the partnership between SBC and Osborne brought a challenge for Arvato in delivering the ICT solution for a new site in Langley. Arvato assigned a dedicated project manager to work with SBC programme manager in capturing the requirements.

Arvato delivered the following well in advance of go live date with ample time to test the systems and processes.

- Setup of Network at Hawker House
- Procurement of IT equipment
- Installation and configuration of IT equipment
- Disconnection and migration of users from LMP and SMP in phased approach
- Setup of support service to include Hawker House in BAU processes

Arvato worked with Architects and developers to ensure that the ICT requirements were defined and understood, ensuring correct capacity planning and right first time delivery. Back end applications and infrastructure development (Via ABC server) ensured that the data flow between organisations was possible and secure.

Arvato was mentioned at the launch in very positive tones.

PSN (Public Service Network)

The IT Health check identified many tasks to make SBC ICT infrastructure and applications PSN compliant. The local Arvato ICT team at Slough was supported by subject matter experts from the wider organisation, mainly cyber security and solution design expertise in guiding the local team.

A plan of work was constructed to mitigate the risks associated with items falling under non-compliant list.

An immediate plan of action was initiated to migrate devices to supported operating systems i.e. XP Platform that is most vulnerable to security breaches, similarly thin client devices moving to a supported platform.

The next phase is to upgrade applications and underlying infrastructure.

Clearly there are transformation items that require support and funding from SBC and these are being addressed jointly, with permissions for work administered via the Information Governance Board.

PSNA (the government administering organisation) rejected SBC's submission, requiring more evidence of mitigation against at risk areas. Arvato's team continues to advise SBC

colleagues on best course of action. Follow up information and plans will be shared with PSNA by the end of December 2017.

2003 Migration

This is a large and complex transformation programme to upgrade the old/out of support server infrastructure, plus the associated migration of applications which are no longer supported. There are circa 34 projects in this programme. Some projects are significant, and require a full business plan and funding approval prior to project launch.

A number of projects have addressed;

- APAS SWIFT
- ModGov
- Express Elections
- Liquid Logic – ASC & CSC application
- MIS – Reporting

Housing & Revs and Benefits migration

Migration of Capita housing and Academy is a technically challenging programme, with many interconnected facets. Due to risks associated with the migration (system availability, year-end processes etc.) Arvato has engaged Capita directly for consultancy and advice. The programme will run as follows;

Phase I

Housing application on current platform to be upgraded to latest level 19.4 – achieved in November 2017.

Application and users to be migrated to new platform, T4 platform in January 2017.

Phase II

Revenues and Benefits Application Academy to be migrated in April / May after year end processing is completed.

Value Add

So far, 2017 has proved to be a year where Arvato and SBC have jointly addressed challenges which, as they are resolved, safeguard continued operations for staff and customers.

Arvato is contracted to provide operational services, and these have been effectively delivered during this period. Where there are challenges and temporary difficulties, these are addressed via the normal client team arrangements, as well as the Operational and Strategic Boards.

In closing, Arvato remain proud of the achievements for apprentices, who amaze us every year with their willingness to learn and advance, bringing renewed energy to the business. When apprentices such as Ryan Stebbings are taken on, it is a proud moment for everyone.

As the Arvato business grows in Slough, with more private sector contracts, the need for quality staff continues. With over half of current staff living in Slough, Arvato is proud of our contribution to the growth of the borough.

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SLOUGH BOROUGH COUNCIL

Report to : Overview & Scrutiny Committee **DATE:** 11th January 2018

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PART I
FOR COMMENT AND CONSIDERATION

**HOUSING STRATEGY – THEME 4: HOMELESSNESS AND HOUSING NEED;
THEME 5: SPECIAL NEEDS AND VULNERABLE GROUPS**

1. **Purpose of Report**

- 1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with the second in a series of themed progress reports regarding the implementation of the Housing Strategy Action Plan approved by Cabinet in March 2017.
- 1.2 Given the wide range of cross-cutting issues the Housing Strategy addresses, the Overview and Scrutiny Committee requested that all 5 Themes of the Housing Strategy, published in March 2017, were considered and reported sequentially and on request to this Committee for scrutiny.
- 1.3 The 5 Housing Strategy Themes:
- Theme 1: New Housing Supply
 - Theme 2: Private Rented Sector
 - Theme 3: Council Homes
 - Theme 4: Homelessness and Housing Need
 - Theme 5: Special Needs and Vulnerable Groups
- 1.4 At the previous meeting on the 14th September 2017, the Overview and Scrutiny Committee considered Theme 1: New Housing Supply as the overarching theme of the Housing Strategy, which aims to deliver around 1000 new homes each year to meet the needs of Slough residents.
- 1.5 The Committee asked for this second report to consider both Theme 4 and Theme 5 together due to their strategic and operational links. These themes also represent some of the highest priorities for the Council in meeting the needs of its vulnerable residents.
- 1.6 This report provides an opportunity for consideration and comment in regarding these themes in the context of delivering the Council's Manifesto and relevant strategies and plans.

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

The Overview and Scrutiny Committee is requested to:

- Note the escalating homelessness situation and the interventions being made to help reduce the numbers of homeless households in the borough; whilst assisting Adult Social Care and Slough Children Services Trust in line with the Council's Manifesto and relevant strategies and plans;
- Consider what comments it would like to make to Cabinet, the Wellbeing Board and the Neighbourhoods & Community Service Scrutiny Panel regarding tackling the growing homeless pressures and meeting the housing needs of vulnerable adults and children in the Borough.

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

- Housing is a key priority of the Slough Joint Wellbeing Strategy (SJWS) with our partners' objectives being taken full account of in the production of the Housing Strategy. The strategy is cross linked to the JSNA and the Five-Year Plan.
- The Housing Strategy itself sets out priorities which will form the focus of activities and resources over the next 5 years. It is in line with Slough's Five-Year Plan and Local Plan by seeking to deliver more and better homes in the borough to help address broader health and economic outcomes for Slough residents.
- Theme 4 of the Housing Strategy focuses on increasing the range of housing options and prevention services for homeless households; whilst Theme 5 looks at a broad range of partnership approaches to deliver more and better housing choices for vulnerable adults and children. Examples include building more extra-care housing schemes for older people and increasing housing choice for young people leaving care.
- The specific aim of both housing themes is to deliver a better range of safe and affordable housing solutions to enable wider health, economic and educational benefits for our vulnerable residents.

3.1 **Slough Joint Wellbeing Strategy Priorities**

3.1.1 The availability and quality of housing including specialist housing is recognised as a key determinant of health and wellbeing and it is a priority in the new Wellbeing Strategy.

3.1.2 Strategically, the delivery of the Housing Strategy aims to ensure:

- The right supply and mix of new homes including affordable housing is available to meet the needs of all residents in the borough including for homeless households and those with vulnerabilities.

3.2 **The JSNA**

3.2.1 The Housing Strategy's needs data ranged from specific client group needs and wider determinants of public health gained through consultation and research as part of the Joint Strategic Needs Assessment (JSNA) for the Borough.

3.2.2 Key objectives identified:

- That specialist accommodation is available for adults and children (if needs cannot be met within ordinary housing solutions)
- That homelessness and rough sleeping is reduced
- That professionally managed and well-maintained homes are delivered including increased controls and regulation of the Private Sector
- That we ensure green and healthy homes wherever possible

3.3 **Five Year Plan Outcomes**

3.3.1 The key driver for the Housing Strategy is to deliver Outcome 4 of the 2017 Five Year Plan; *our residents will have access to good quality homes*. It also helps to deliver and makes contributions to each of the other outcomes:

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

4. **Other Implications**

a) **Financial**

This is a potential and significant risk to the Council's General Fund in regard to the rising homeless pressures that the borough is facing and this needs to be balanced against possible capital and revenue investment that the Council may choose to make to control rising homelessness and plan longer term solutions.

b) **Risk Management**

The financial risks to the Council are tightly managed through relevant Boards and Committees. Likewise, the delivery of each of the Five-Year Plan Outcomes is tightly managed. However, the above outcomes are dependent on the successful delivery of the Housing Strategy and specifically on increasing the supply of homes and housing options for homeless households and vulnerable groups. The key challenge is delivering on the ambitious scale outlined in the Housing Strategy, which will require significant capital and revenue investment from the Council over the life of the Housing Strategy and beyond.

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

There are no Human Rights implications arising specifically from this report, however, homeless legislation and allocations of social housing (by both council and housing associations) have long been subject to large numbers of legal challenges nationally on human rights grounds and considerable case law exists.

It is likely that this trend will continue with the introduction of the *Homelessness Reduction Act* from April 2018 and inevitably new legal challenges and case law will follow presenting an on-going risk to all councils.

d) Equalities Impact Assessment

An Equality Impact Assessment has been undertaken in relation to the production of the Housing Strategy and its implementation plan for all 5 themes.

5. **Supporting Information**

- 5.1 The council has several important objectives and legal duties in addressing Homelessness in the borough including preventing homelessness and reducing the need to place households in temporary accommodation. These also include minimizing the cost of homelessness to the council tax payer and ensuring that there is a supply of affordable alternative accommodation for homeless households.
- 5.2 The new Homelessness Reduction Act (2017) effective from April 2018 places new duties on local authorities to prevent homelessness at much earlier stages - 56 days as opposed to the current 28 days of the existing legislation. The ethos of this legislation is to widen the responsibility for homelessness beyond housing departments across the Health, Social Care, and Wellbeing sectors.
- 5.3 In Slough, this means addressing the needs of vulnerable homeless households in partnership with Adult Social Care, Slough Children's Services Trust (the Trust), Mental Health, Probation Services, Voluntary sector providers, Health, Youth Services etc, whilst increasing resources to directly intervene in the private rented sector to prevent evictions of vulnerable households. Currently, the growing number of homeless households and increased demand for our housing options service is one of the big issues facing Slough. The homeless population is growing and rough sleeping (living on the streets) appears to be on the increase.
- 5.4 It is Government policy for each authority to have a new Homeless Strategy which includes the changes in law encompassing the Homeless Reduction Act and prevention measures, it will need to fully address housing supply and joined-up services to meet each Borough's needs.
- 5.5 Our existing evidence base of need is as follows:
- a) There have been around 2,500 applicants on the Housing Register (people needing accommodation) for the last 4 years despite around 300 to 400 social housing allocations being made each year.
 - b) The council had a total of 1905 homelessness approaches in 2016/17; of these 1440 needed housing advice and 465 were on an emergency basis.
 - c) The number of households accepted as homeless in Slough was 237.
 - d) The number of homeless households in temporary accommodation has increased from 74 in 2013/14 to 378 in 2017/18 an increase of 510% in 4 years, or simply five times as many households. The current number is 388.
 - e) The private rented market in Slough continues to experience increasing pressures from London/outside Boroughs, who have notified the Housing Demand Team of around 500 families places in the last 3 years. This is considered a large underestimate at around a third of the numbers placed

in Slough. We are only advised, legally, of other boroughs placing into Slough, of temporary housing placements e.g. not into accommodation via the Private Sector route.

- f) The effect of the Government's Welfare Reforms has and will continue to create more homelessness, with Universal Credit being introduced across the board (for all claimants) in Slough, April 2018, many families on benefits cannot afford to house themselves in the private rented sector.
 - g) Rough sleeping (living on the streets) is an issue that may be increasing and requires a better joined-up approach.
- 5.6 Affordability of the private rented sector is one of the biggest issues facing Slough. The last 4 years of rapid increases in homelessness mirrors the Borough's house price growth and private sector rent increases, which represent some of the highest in the Country. At the same time, many of Slough's local working households who cannot access home ownership or social housing are accommodated in the growing private rented sector. This sector was already one of the largest in the Country at around 20% of all households. These families have been under increasing financial pressures over the last 4 years and now represent the largest group of households presenting as homeless to the Council.
- 5.7 Slough's increasing population and the successful regeneration of the Borough is delivering broader strategic objectives for the Council. These factors also continue to drive up housing competition and rent levels for local working families to now largely unsustainable levels. Hence the increase in homelessness is largely due to the outlined factors of rapidly increasing rents in the private rented sector and increasing restrictions in the availability of benefits. For example, the Local Housing Allowance or housing benefit levels only represent about 65% of current rental levels, leaving a 35% affordability gap for those reliant on benefits to pay their rent.
- 5.8 Slough's introduction of a Living Rent (SLR) also recognised the situation of many of the borough's working residents who cannot afford market rents and do not qualify for the council's Housing Register. The aim of the Slough Living Rent is therefore to offer this large section of the community an opportunity for intermediate-type housing solutions, which they can afford as rent levels have effectively doubled in the last 4 years and Slough Living Rent is linked to actual household incomes.
- 5.9 A further impact of these financial restrictions is increased overcrowding. Slough is already in the top ten of overcrowded boroughs and this factor masks a growing "hidden homeless" population for Slough. Overcrowding is widely agreed as detrimental to the health and wellbeing of our residents. Thus, demands on services provided by health, education and social care are also increasing due to a result of these local housing market factors.
- 5.10 The overall concern is that all these factors will combine to continually increase the levels of homelessness in the Borough and whilst the council's primary interests remain to improving the position of homeless families and vulnerable people, there is also a pressing financial reason to do so. For example, Temporary Accommodation provided by the private rented sector is very expensive at around £100 per household per night. It is also largely unsuitable for the families concerned. It is therefore vital to tackle these issues to protect the financial resources available for other critical services namely Adult Social Care and the

Trust through minimising homelessness and particularly the use of temporary accommodation. Officers have taken a number of actions to mitigate the problem, including a revised incentives package for accommodation in the private sector and utilising properties from James Elliman Homes, once they are ready. Officers are discussing other actions including: -

- A further revision of the incentives package for properties in the private sector as the current package cannot compete with London Councils
- Investing further in James Elliman Homes so that properties acquired can be used for homeless households
- Exploring a discharge of duty policy out of the borough
- Introducing a one offer only policy to homeless households before this is adopted in April 2018
- Allocating at least 70% of council and housing association vacancies to homeless households

5.11 The following section summarises the targets and progress against each of the key actions detailed in the Housing Strategy Action Plan related to Theme 4: Homelessness and Housing Need;

The Council will develop and adopt a Homelessness Strategy, including prevention measures in collaboration with clients, landlords, the voluntary sector and other partner agencies.

5.12 The Council through its strategic documents including the Housing Strategy has explained that it wants to adopt an interventionist approach to housing its own residents and not rely solely on private sector landlords to deliver the required housing solutions. This is especially relevant to tackle the current homelessness situation and to prevent the situation becoming worse and Slough reaching the levels of homelessness currently being experienced by its neighbouring London Boroughs.

5.13 A staff resource has been allocated to the task of developing a Homelessness Strategy. This will be in collaboration with our identified partners as a primary mechanism to deliver new homelessness/prevention approaches, recognising that the Council does not have all the resources to tackle this issue alone. For example we have adopted a MEAM (Making every adult matter) approach, along with Mental Health, Thames Valley Police, London & Slough Soup Run, Shelter, Adult Social care etc. It is planned to complete this new strategy by March , before the Homeless Reduction Act comes into force on 3rd April 2018.

Develop new partnerships with private and third sector landlords to maximise opportunities for tenancies for homeless families and individuals.

5.14 Despite the many outlined challenges of securing properties in the private rented sector for homeless families and individuals, we have revised our incentives offer to private landlords to secure properties to let to these households.

Establish a Subsidiary Housing Company to acquire homes to alleviate the pressures on temporary accommodation and Bed & Breakfast provision.

- 5.15 The Council set up James Elliman Homes earlier in 2017 to fulfil this ambition. To date, the company has purchased the existing Temporary Accommodation schemes from the Council at Pendeen Court and High Street, Langley. The aim is both to alleviate the current financial burdens on the Council by using a full cost recovery model for providing the accommodation and to improve the quality and security of the existing accommodation. A large refurbishment of Pendeen Court's 29 units of accommodation has already been planned over the summer of 2018 and the works are currently being tendered by Property Services on behalf of James Elliman Homes.
- 5.16 James Elliman Homes has also committed to purchasing homes from the local housing market for use by homeless families. It is on target to have directly acquired 20 family homes by April 2018, which will be used for either families currently in temporary accommodation or for those families whom the Council has agreed a homeless duty and would otherwise be discharged to the private rented sector at a very high financial cost to the General Fund.
- 5.17 James Elliman Homes is also progressing the acquisition of affordable housing on private development sites under Section 106 agreements to ensure these units remain affordable in the long term. Currently 21 flatted units under development at 2 Town Centre sites on Stoke Road are being purchased.

End the use of Bed & Breakfast for families with children

- 5.18 This target was achieved within weeks of publishing the Housing Strategy Action Plan, however due to the increasing homeless pressures throughout the summer a small number of families with children are placed into Bed & Breakfast accommodation on an emergency basis. It remains a Key Performance Indicator for Strategic Housing outside of emergency usage.

Review the Council's Allocation Scheme to re-evaluate the priority which homeless people receive under the scheme.

- 5.19 The Housing Strategy Action Plan includes reviewing the Council's Scheme of Allocations regarding homeless households. This work has been in progress over the last six months and relevant changes will be sought via the Council's approval system following further consultation. The Council's housing stock cannot accommodate the full homelessness demands in the short term.

Work with the Health Sector and other agencies to monitor and address the health and care needs of vulnerable people placed in Slough by other Local Authorities and require those authorities to review their placement and notification policies.

- 5.20 With only about a third of those vulnerable families placed by other authorities being notified to Slough and without any legal recourse for Slough to require other authorities to review their placement and notification policies, we remain dependent on developing better relations with Housing Demand Teams across London.
- 5.21 Addressing the health and care needs of placed vulnerable people in the absence of shared data monitoring solutions between authorities, agencies and departments are challenging to deliver. However, there are improving

operational links between agencies in Slough and information is shared on a case by case basis or when emergencies arise. This information whilst sometimes anecdotal indicates the huge impact of imported homeless families with complex needs are having, not only on housing resources, but on local GPs, hospitals and schools and the need for Slough to build and provide more.

5.22 Overall, this factor has been recognised as a significant issue by the Wellbeing Board.

Produce service proposals for multi-agency working for rough sleepers during periods of cold weather.

5.23 The voluntary and statutory agencies working in this field continue to meet regularly at the Slough Homelessness Forum. The provision of a winter night shelter during periods of cold weather is co-ordinated by the Housing Demand Team, on behalf of Slough Borough Council. This has been run in partnership for the last 2-3 years, with the London & Slough Soup Run, from late December until end March, 7 nights per week.

Roll out the MEAM approach and develop new partnerships that makes homelessness everyone's business in Slough.

5.24 Strategic Housing commissioned work through Homeless Link to help us deliver the Making Every Adult Matter (MEAM) approach across our homeless prevention partnerships. It has begun to offer some new opportunities for information sharing and development of joint solutions between Health, Adult Social Care, the Trust and housing teams to support new service delivery models. These will be important steps in helping the Council meet the demands of the new homeless legislation going forward.

Theme 5: Special Needs & Vulnerable Groups

5.25 The following actions and targets feed into this overall target and Council plans for the borough as outlined in Theme 5: Special housing needs and vulnerable people.

Build on the JSNA on health and disability housing needs and produce service proposals with partners for new housing options.

5.26 The Joint Strategic Needs Assessment estimates that the number of people over the age of 65 will increase by 40% in Slough in the next 10 years. The number of older people aged over 85 will also increase by 120%. Hence the focus of the Housing Strategy on providing new extra care housing options and bespoke specialist housing for other vulnerable groups as determined by needs based evidence from the JSNA and other relevant data sources.

Through our new subsidiary housing company, develop new partnerships with the Children's Trust, Health and Adult Social Care to maximise opportunities for specialist and alternative accommodation to be delivered locally and more cost effectively.

5.27 James Elliman Homes have already offered both Adult Social Care and the Trust new housing options comprising cost effective shared housing in Slough with

bespoke properties. This is to specifically address the needs of those client groups such as people with learning disabilities who require ordinary housing solutions and may be currently accommodated in lower quality and more expensive private sector properties in Slough or out of Borough. These options are still under discussion.

Use of Subsidiary Housing Companies to assist in providing homes for vulnerable groups within the community.

5.28 This is outlined above, however an example worth noting is that James Elliman Homes has agreed the purchase of 6 brand new town centre flats and will offer these to key workers or vulnerable adults (once identified) at Slough Living Rent levels. This will be achieved by May 2018 as the properties are currently in development.

In collaboration with the Children's Trust, ensure there is an adequate supply of accommodation for care leavers.

5.29 Care Leavers are high priority and automatically placed in Band B on the Council's Housing Register. If their needs are straightforward in terms of requiring a one-bedroomed/studio property, then they can expect an offer from the Council or housing association relatively quickly as there are many such properties and a high turnover compared to larger properties. One of the critical issues however, is the readiness of care leavers to take on the responsibility of managing a tenancy independently. Over 50% of such tenancies break down within the first six months, leaving the vulnerable young person intentionally homeless following eviction for either rent arrears or Anti-Social Behaviour.

5.30 Housing offer tenancy sustainment to help support individuals and James Elliman Homes have already offered the Trust new housing options comprising cost effective shared housing with bespoke properties. This is to specifically address the needs of those care leavers identified as unable to go into an independent tenancy without support. Discussions continue about the take up of these opportunities.

Undertake a review of housing-related support services in the borough.

5.31 These are housing related support services originally funded by the Supporting People Programme and commissioned by Adult Social Care in Slough. The funding has rapidly decreased in recent years and the review has mostly been financial. However, a range of services have been lost to vulnerable groups such as young homeless people or those with mental health problems as a result of government funding cuts to the programme, leading inexorably to more pressures on homelessness services.

Undertake a review of the Home Improvement Agency

5.32 We have been undertaking a joint review of the functions and effectiveness of this service with Adult Social Care. This service carries out adaptations to the homes of vulnerable residents in both the private and social housing sectors. Its main aim is to prevent unnecessary use of residential care and faster hospital

discharges for older and vulnerable residents back to their own homes. We are currently pursuing a best practice model in assisting vulnerable people to better manage their own health, care and support needs in partnership with Adult Social Care. There have been some joint working improvements to date and there is considerable scope to expand the activities and efficiency of the agency given the high levels of need in Slough.

Deliver up to three new mixed use extra care schemes in the borough during the life of this strategy where there is established local need.

5.33 Currently we are working with Adult Social Care to establish local needs for this type of provision. In lieu of an Older Persons Housing Strategy, the Options Appraisal and Community Hub Strategy is looking at the possibility of developing up to 3 new extra care schemes on existing housing sites through remodelling obsolete older persons schemes currently in the housing stock. We have also begun to re-engage housing associations as development and investment partners, who may in due course also take on the required development of new identified extra care schemes in the Borough.

Develop an Older Persons Housing Strategy for Slough.

5.34 The Housing Strategy commits the Council to produce a cross-cutting Older Persons Housing Strategy in partnership with Adult Social Care and other strategic partners. Work on this will commence shortly and an initial meeting to map the current provision and needs analysis has been set. It will be published later in 2018 after the Homelessness Strategy.

6. Comments of other Committees

6.1 The draft Housing Strategy was discussed by the Council's Overview and Scrutiny Committee on 20th December 2016. The Committee agreed that:

- They should be responsible for scrutinising the Housing Strategy and for formally reviewing progress against its accompanying action plan at six monthly intervals; and that
- The Council's Neighbourhood and Community Services Scrutiny Panel should be responsible for scrutinising all other housing related matters, including performance and operational issues.

6.2 The Council's Cabinet on the 6th April 2017 approved the draft Housing Strategy and associated Action Plan following full public consultation and consideration by the Council's Overview and Scrutiny Committee.

6.3 The Overview and Scrutiny Committee on the 14th September 2017, considered Theme 1: New Housing Supply as the overarching theme of the Housing Strategy, which aims to deliver around 1000 new homes each year to meet the needs of Slough residents. This is the context in which all subsequent themed progress reports regarding the Housing Strategy are set including this one. Good progress on increasing housing supply in the Borough was noted.

7. **Conclusion**

- 7.1 The delivery of each of the Five-Year Plan Outcomes and the Council's Manifesto is very dependent on successfully increasing the supply of new quality homes in Slough on the scale outlined in the Local Plan and the Housing Strategy. The wider regeneration and economic development in Slough has been a great success for the Council and is set to continue at pace for the next five years at least. However, the unwanted effects of rapid house price growth and rent increases in the private sector has left many local working households at risk of homelessness. The consensus is that Slough has reached a tipping-point and the Council must re-prioritise homelessness as a corporate issue and consider investing significantly to support its priorities around local working households. Both in revenue terms for homeless prevention activities to deliver the new legislative requirements and in proven capital vehicles of new delivery such as James Elliman Homes.
- 7.2 The alternative is for Slough to experience the same levels of homelessness as many London Boroughs. The reality is most of our neighbouring boroughs deal with the thousands of homeless families in temporary accommodation rather than in the hundreds. They also have to pay huge incentives to private landlords in other local authorities including Slough to export these homeless households and discharge their legal duty for housing them. As outlined in this report, all the market conditions affecting London are now present in Slough.
- 7.3 At the same time, there has been steady progress in speeding up housing delivery and offering new housing solutions and services to the Trust and Adult Social Care. New council homes have been delivered on site with some properties adapted for families with disabilities and long - term development plans are in place.
- 7.4 Housing associations and the voluntary sector have been re-engaged and our subsidiary housing companies have been set up and are acquiring properties to better meet the needs of vulnerable residents who can't accommodate themselves in the market. This is however, only the start of the changes required and to achieve the ambitions of the Housing Strategy and the forthcoming Preventing Homelessness and Older Persons Housing strategies, these objectives will need constant focus and investment on a scale not seen before, combined with new means of financing, acquiring new homes and scaling up our partnership working across health, housing and social care to best meet the needs of all vulnerable residents in the Borough.

8. **Appendix**

None.

9. **Background Papers**

Equalities Impact Assessment – Available on request from author

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 11th January 2018

CONTACT OFFICER: Dean Tyler – Service Lead Strategy and Performance
(For all Enquiries) (01753) 875847

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

FIVE YEAR PLAN REFRESH FOR 2018/19 – 2022/23

1. **Purpose of Report**

- 1.1 To make recommendations on the allocation of key actions for the work programmes of scrutiny committees and how scrutiny can add value to the formation of Slough Borough Council's (SBC) strategy.

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

- 2.1 The Overview and Scrutiny Committee is requested to:

- a) Comment on the draft refresh of the Five Year Plan (Appendix A),
- b) Consider how the 4 scrutiny committees and panel should add value to the Five Year Plan in 2018 - 19, and
- c) Evaluate the impact of the scrutiny committees and panels on the Five Year Plan in 2017 – 18 and how this could be improved in future.

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

3a. **Slough Joint Wellbeing Strategy Priorities and Joint Strategic Needs Assessment**

The Five Year Plan relates to all aspects of the Slough Joint Wellbeing Strategy's priorities as set out below:

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

The Five Year Plan has been developed using the evidence base of the Joint Strategic Needs Assessment and the Slough Story.

3b. **Council's Five Year Plan Outcomes**

The refresh of the Five Year Plan will consider all 5 outcomes of the Plan:

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

4. **Other Implications**

- (a) Financial - the Five Year Plan is important in determining the priority outcomes against which resources will be allocated. The time frame for the Five Year Plan is aligned with our medium term financial planning and will roll forward each year, i.e. the new Plan looks ahead for the five years 2018/19 to 2022/23. It will also be considered by Cabinet at the same meeting as the Budget.
- (b) Risk Management - There are no identified risks associated with the proposed actions.
- (c) Human Rights Act and Other Legal Implications - There are no direct legal implications. The specific activity in the Strategy and other plans may have legal implications which will be brought to the attention of the Council's Cabinet separately. There are no Human Rights Act Implications.
- (d) Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will however be completed on individual aspects of any actions produced to sit underneath the Strategy, as required.

5. **Supporting Information**

- 5.1 The Five Year Plan was launched in 2015 to define the Council's ambition; the opportunities and challenges we face; the role of the Council in meeting these and the priority outcomes against which resources will be allocated.
- 5.2 The Medium Term Financial Strategy and Five Year Plan are closely connected. The Five Year Plan is refreshed each year along with the budget to ensure we have clarity about the budget for the year ahead, and, through the Five Year Plan, clarity about the priority outcomes against which resources will be allocated.
- 5.3 Following a light touch refresh in 2016 there was a more in depth review by the new Cabinet in 2017 where the outcomes were streamlined from 8 to 5. This was taken as an agenda item by Overview and Scrutiny Committee on 20th December 2016.
- 5.4 This agenda item also allocated the 5 outcomes to the scrutiny bodies at Slough Borough Council (SBC). The allocation was as follows:

Overview and Scrutiny Committee:

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

Outcome 5 Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.

Neighbourhoods and Community Services Scrutiny Panel

Outcome 4 Our residents will have access to good quality homes.

Health Scrutiny Panel

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

Education and Children's Services Scrutiny Panel

Outcome 1 Our children and young people will have the best start in life and opportunities to give them positive lives. [note the change in wording of this outcome to Slough will be a great place for children to grow up']

- 5.3 This year's refresh of the Plan provides the new Leader and Cabinet with an opportunity to set the strategic direction for the Council. There may therefore be some changes in emphasis. For example in setting out clearly in the narrative how the regeneration of the town will benefit local people with increased opportunities.
- 5.4 This report is seeking to reflect on the work undertaken to scrutinise the Five Year Plan in 2017 – 18 and how the impact of this could be increased in 2018 – 19. It is recognised that the reports taken by scrutiny this year have been introductory, as it is the first time they have been discussed. However, the manner in which scrutiny can move from gaining an understanding of the Five Year Plan to adding value to the process more consistently should be considered.
- 5.5 To start this discussion, the grid below outlines how each outcome has been discussed by the relevant committee this year. It also offers some highlights in each case:

To date all 5 outcomes have been introduced to the relevant Committee. 2 of these outcomes have had further 'deep dives' discussing specific key actions, with the other 3 having dates allocated in the remainder of 2017 – 18.

Outcome	Committee	Dates on agenda & highlights
1 Our children and young people will have the best start in life and opportunities to give them positive lives	ECS Scrutiny Panel	Introduced to Panel 18 th July 2017 Key action 2: 25 th October 2017 Key action 3: 14 th March 2018 Key action 4: 8 th February 2018 Key action 5: To be taken in 2018 (Note: key action 1 to be taken by OSC) Panel to engage with issue of mental health for local children.

2 Our people will become healthier and will manage their own health, care and support needs	Health Scrutiny Panel	Introduced to Panel 31 st August 2017 Key actions 1, 3 and 5: 26 th March 2018 Key actions 2 and 4: 11 th Sept 2018
3 Slough will be an attractive place where people choose to live, work and visit	OSC	Introduced to OSC 13 th July 2017 Key actions 1, 3, 4, 7 and 8: 11 th January 2018 Key actions 2, 5 and 6: 12 th July 2018
4 Our residents will have access to good quality homes	NCS Scrutiny Panel	Introduced to Panel 26 th June 2017 Key action 2: 7 th September 2017 Key action 3: 2 nd November 2017 Key action 5: 16 th January 2018 Other key actions to be allocated Recommendation made regarding housing allocations policy; those offering to downsize their property be made more than 1 offer of new accommodation. Recommendation made that officers investigate the relative merits of targeting resources on rogue landlords rather than universal registration.
5 Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents	OSC	Introduced to OSC 14 th September 2017 Key actions 1, 3 and 5: 15 th March 2018 Key actions 2 and 4: 13 th Sept 2018

- 5.6 It is important to note that the scrutiny of the Five Year Plan has had an impact on policy formation. The grid above notes examples of specific recommendations made by scrutiny committees in areas where ‘deep dives’ on key actions have already been held; similar outcomes are anticipated where these reviews will be held later in 2017 – 18. However, it is also the case that the Five Year Plan sets the overall strategic context for SBC’s work. As a result, even where outcomes have only been introduced at this point (with no specific key actions appraised) the consideration of the Five Year Plan has established the backdrop for scrutiny work and assisted with selecting other policy areas for further work.
- 5.7 The future meetings where the Five Year Plan is to be scrutinised will need to note the new format and presentation for the outcomes. Rather than a series of tables for each outcome with a number of actions the new plan will provide more clarity and focus about the purpose of the outcome, priorities for the year ahead and longer term. This should also help scrutiny in planning their work:
- 5.8 The scrutiny committees may also want to consider how to have a greater impact on the Five Year Plan in future. Now that the first round of meetings is being

concluded, members should have greater clarity on the outcomes they would like to see achieved. Whether this takes the form of more recommendations, or even the formation of Task and Finish Groups to undertake in depth reviews of particular key actions, members should consider the most effective method of ensuring their views are incorporated into SBC's corporate priorities.

6. **Comments of Other Committees**

6.1 Although other committees have not been involved in the review of the Five Year Plan we have worked with the Leader and all Cabinet members to ensure that the priority outcomes reflect the political priorities of the new Administration.

7. **Conclusion**

7.1 The new Five Year Plan will provide the strategic direction for the Council over the next five years and will enable a clear focus of resources and activity.

8. **Appendices**

'A' - Draft framework and priorities for the refresh of the Five Year Plan

9. **Background Papers**

None.

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Appendix A

Draft outline for the refresh of the Five Year Plan

1. Leader's Foreword

2. Introduction and vision

- Vision - Growing a place of opportunity and ambition
- Opportunities and challenges
- Purpose of the Five Year Plan
- Our values

3. Our priority outcomes – putting people first

- Overview of each of the outcomes
- Key priorities against each outcome for the year ahead
- Medium and longer term ambitions over the next five years
- Our five priority outcomes
 - Slough will be a great place for children to grow up
 - Our people will become healthier and will manage their own health, care and support needs
 - Slough will be an attractive place where people choose to live, work and visit
 - Our residents will have access to good quality homes
 - Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

4. Making this happen – how we will do this

- Role of the council
- Working with communities, customers and partners
- Making the most of our assets, income and resources
- Digital transformation and smarter services
- Supporting our workforce
- Our values

5. The budget

- Link between Five Year Plan and the Medium Term Financial Strategy
- The budget for 2018/19
- Where our income will come from

6. Keeping track of progress

- Key Performance Indicators (KPI's) for Slough
- Balanced scorecard

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SLOUGH BOROUGH COUNCIL**REPORT TO:** Overview & Scrutiny Committee **DATE:** 11th January 2018**CONTACT OFFICER:** Ginny de Haan – Service Lead Regulatory Services
(For all Enquiries) (01753) 477 912**WARD(S):** All**PART I**
FOR COMMENT & CONSIDERATION**FIVE YEAR PLAN OUTCOME 3: “SLOUGH WILL BE AN ATTRACTIVE PLACE”****1. Purpose of Report**

To update the Overview and Scrutiny Committee on the following key actions which fall under Outcome 3:

- 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.
- 4. Work to promote Slough as an attractive, safe and vibrant place with opportunities for all.
- 5. 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.
- 7. Work with Members, partners and community groups to strengthen local cohesion and resilience.
- 8. Work with partners to ensure that children and vulnerable people are protected (Child Sexual Exploitation and Trafficking).

2. Recommendation(s)/Proposed Action

The Committee is requested to

- a) Consider whether there are areas with the key actions updates given in this report that they would like to examine further.
- b) Recommend that members support the proposals for a residents survey and community / business engagement especially around the perception of attractiveness and safety in Slough and to identify improvements
- c) Endorse the ongoing work for clean, safe and vibrant Slough town centre
- d) Recommend that Members actively support and promote the future proposals for Outcome 3

Member support and participation in building resident and community engagement to co- produce and deliver the proposals for Outcome 3 will be valuable in helping to maintain momentum and in building capacity.

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

3a. Slough Joint Wellbeing Strategy Priorities

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 coordinates the multi-agency and community approach on crime and disorder.

3b. Five Year Plan Outcomes

This report focuses on Outcome 3:

- Slough will be an attractive place where people choose to live, work and visit.

However, the Committee will be aware that there are strong links across all the Five Year Plan Outcomes.

4. Other Implications

(a) Financial

There are no direct financial implications of the actions proposed in this report

Revenue work is carried out within existing budgets and capital projects that deliver against the key actions on Outcome 3 and are reviewed by the Councils Capital Strategy Board and the 5 Year Plan Board.

(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 implications in terms of the Human Rights Act or other legal obligations.

(d) Equalities Impact Assessment

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

5. **Supporting Information**

- 5.1 The first time that Outcome 3 was considered by the Overview and Scrutiny Committee was at the meeting on 13th July 2017. The report outlined the key actions associated with the outcome and asked the Committee to choose its priorities for this report. The Committee chose to receive detailed information on the key actions specified in Section 1 of this report.
- 5.2 In order to provide this update, the following section will discuss each of the nominated key actions in turn. The narrative in this report will outline the major highlights for each key action; more detailed information is provided in Appendix A.
- 5.3 The focus of the cross cutting Outcome 3 Delivery Group has been throughout the year, via planning meetings and workshops, to ensure we are working effectively with communities and partners to create and maintain a vibrant and attractive town that offers opportunities for all, and reflects increased community engagement, content and wellbeing.

5.4 **Key action 1: Work with members to conduct a resident's survey on perceptions and combine with other survey data to create a clear understanding of peoples' current perception of Slough.**

Whilst Slough has been identified by Glassdoors' research as the best place to live and work and by the Centre for Cities as the most productive place in the UK, we have limited information on how our residents and businesses feel about Slough and the areas that can improve in terms of the town's wider attractiveness.

A limited residents survey took place in early 2017 based on a Local Government Association question set, which focussed on gaining an understanding of the perception of the Council's services and identifying the ways that residents would like the Council to communicate with them. The survey did not provide information on how people felt about living in Slough, nor its 'attractiveness'.

Whilst other specialist surveys and consultations carried out across the Council provides some insight into residents' perceptions of Slough and the services we provide, we have no effective baseline with which to measure delivery against Outcome 3 priorities or identify specific areas of concern where we can seek to achieve improvements.

A full Place Survey for Slough was carried out 10 years ago in 2008; Members are asked to support the planned review of a similar 'Place Survey' during 2018, which will be led by the Service Lead - Customer and Communications. The proposed Place Survey, together with other available and relevant insight data, will clearly assess how much progress has been made in the last 10 years and provide a baseline for future performance monitoring.

- 5.5 **Key actions 3 and 4: Work to promote Slough as an attractive, safe and vibrant place with opportunities for all.**
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.

A great deal has been achieved in the last year to enhance Slough's offer including;

- Construction of a new state-of-the-art leisure facility on the Centre site in Farnham Road, which will include an eight-lane swimming pool, a poolside sauna and steam room, a four-court sports hall and a gym. Leisure facilities are also being refurbished elsewhere including the extended Ice Arena, Salt Hill and Langley Leisure Centre.
- The Curve has promoted its success with first birthday celebrations.
- Arbour Park Community Stadium was voted best non-league football ground 2016/17.
- Delivered the "Love Slough Parks" campaign.
- The "Clean, Safe and Vibrant" project has been launched to transform the town centre and manage its transition. The 'Town Team' has been formed and a deep clean of the town centre delivered in November 2017.
- Brought environmental services and our libraries back in house.
- Hosted the Slough 2040 conference which looked at proactively planning the future
- Work is progressing on identifying strategic gateways for the town, including options for their enhancement.
- Further work on promoting the Slough 'brand', and the potential to extend sponsorship in the borough.

More details on these achievements is contained within Appendix A.

5.6 **Key Actions 7 and 8: Work with Members, partners and community groups to strengthen local cohesion and resilience.**

Work with partners to ensure that children and vulnerable people are protected (Child Sexual Exploitation and Trafficking).

Work is currently underway to review the Council's current approach to community cohesion and, to set out for discussion a position / statement paper and an action plan to guide its future work. A draft paper will be ready to be shared with relevant portfolio holders in early 2018.

Appendix A contains details of some of the many partnership and community activities during 2017 that support strong community cohesion in Slough; of particular note is:

- Celebrate Chalvey Event - organised in partnership with Neighbourhood Services, YMCA, the Police, local businesses and all members of the community, included stories of local people and their histories.
- Slough Canal Festival - around 5000 people attended the annual community festival in Bloom Park - a weekend full of fun activities bringing communities together.

Working with the Safer Slough Partnership, The Slough Children's Services Trust and the Children's and Adults Safeguarding Boards, the council coordinates and supports partners to ensure Children and Vulnerable People are protected. A key achievement during the last year was the training over 900 taxi drivers in Safeguarding and signs of CSE; the training was also attended by a number of Members.

- 5.7 The Committee is advised that proposals from the Five Year Plan Board for a refresh of the Outcome 3 key actions for 2018/19 include;
- a) The merging of key actions 4 and 5 as they are similar,
 - b) The transfer of responsibility for delivery of key action 7 to the enabler group as community cohesion is a cross cutting theme, which runs through all the 5 Year Plan Outcomes,
 - c) The transfer of responsibility for delivery and monitoring of key action 8 to Outcome 1 as the action primarily deals with the protection of children from exploitation.
- 5.8 The proposed focus for Outcome 3 for next year is detailed in the Five Year Plan Refresh Report and includes:
- I. Maintain and seek to enhance areas like the town centre, our parks, and key locations where people enter the borough, to leave a positive, attractive and lasting impression on residents and visitors,
 - II. Work with the community to further develop preventative approaches, ensuring crime prevention and safety are at the heart of a lively Slough,
 - III. Design a branding campaign that will endorse Slough as an attractive, safe and vibrant place with opportunities for all.
- 5.9 The Committee will be aware of the Council motion of 28th November 2017, which resolved that the work undertaken by the Safer Slough Partnership linked to Outcome 3, met their requirements.
- 5.10 Committee Members are requested to:
- a) Consider whether there are areas within the key action updates given in this report that they would like to examine further.
 - b) Recommend that Members support the proposals for a residents' survey and community / business engagement especially around the perception of attractiveness and safety in Slough, and to identify improvements.
 - c) Endorse the ongoing work for clean, safe and vibrant Slough town centre.
 - d) Recommend that Members actively support and promote the future proposals for Outcome 3.

Member support and participation in building resident and community engagement to coproduce and deliver the proposals for Outcome 3 will be valuable in helping to maintain momentum and in building capacity. Members may wish to consider how best their involvement could benefit Outcome 3 priorities, for example, by joining work groups or setting up specific task and finish groups

6. **Comments of Other Committees**

This report has not been considered by any other Committee. The Five Year Plan is overseen by a wide range of bodies within SBC, with Cabinet ultimately responsible for its content.

7. **Conclusion**

Considerable progress and detailed work has been successfully completed in the last year, enabled by the strong Slough partnerships in place that collectively

deliver on the key actions for Outcome 3. More work is planned in relation to establishing baseline data to measure residents' and businesses' perceptions of Slough's 'attractiveness', together with a focus on the strategic coordination of maintenance, enhancement and promotion of the town as a whole.

8. **Appendices Attached**

'A' - Supplementary Information

9. **Background Papers**

'1' - Five Year Plan Refresh report, included in this agenda as item 7.

Appendix A

Five Year Plan - Outcome 3 Update for OVS - Supplementary Information

1.1 Introduction

There are many Council and Partnership teams and work programmes that collectively support the delivery of Outcome 3 key actions. Support from the Councils' partners, the voluntary sector and our communities is essential in helping us build upon the towns 'attractiveness'.

The highlight examples below provide a snapshot of the progress that has been made during 2017 and in no way covers all the work that impacts Outcome 3 - Slough will be an attractive place where people choose to live, work and visit.

2.1 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.

Capturing our Young People's Voice

The annual Make Your Mark campaign is used by the Slough Youth Parliament to identify the issues of most concern to young people, which also helps develop SYP's manifesto. In 2017 Slough secured the best % turnout across the UK with just under 10,000 Slough young people participated in Make Your Mark.

Slough has developed other strong youth voice mechanisms. These include Slough Youth Parliament (SYP), Young Commissioners, Young Inspectors and a variety of mechanisms within our voluntary sector. Young people are now represented on a variety of boards including Slough Wellbeing Board & the Safer Slough Partnership. Young people's active engagement has been vital to service and policy reviews and changes.

Other highlights of this year's Slough Youth Voice include:

- Slough Youth Parliament hosting the 2nd Slough Youth Awards which recognise the contribution, achievement and talents of Slough's young people.
- Slough Youth Parliament jointly with Aik Saath hosting quarterly Slough Young People's Question Time events where Influential Policy makers and service providers are constructively challenged to respond to questions / issues raised by young people.
- Young Inspectors reviewing library services at the Curve, which is going to lead to enhanced quiet zones for study and improved marketing via social media. An info graphic is shown below.



2.2 Key actions 3 and 4: Work to promote Slough as an attractive, safe and vibrant place with opportunities for all.

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.

2.2.1 Baylis Park. The improvement project, which included working with the local community on the entrance and pond, was awarded runner up in the Living Waterways Awards. Restoration of the rose garden together with art from local schools and new CCTV cameras to improve safety and wellbeing has been completed.



2.2.3 Bloom Park. This improvement project created a great change in the sense of place, with one km of new paths, 1000s of bulbs, 200 trees and a bespoke sitting area and access to viewing point and gym.



2.2.4 Kennedy Park Improvements



2017/18 saw the substantial improvement of Kennedy Park as part of the regeneration of Britwell. The £800,000 project was delivered through funding from the Britwell housing schemes. The former comparatively characterless open space (a former landfill site) has been transformed into a local recreational and environmental asset, providing opportunities for all sectors of the community to benefit from the facilities now provided. The outdoor gym at Kennedy Park has been well received and has been recognised in the industry as one of the best in class. Adjacent land owned by the SEGRO estate has been brought within the park through a lease arrangement between the owners and the council, expanding the area of land provided for recreational use.

2.2.5 New outdoor gyms installed.

Salt Hill Park, Kedermister Park, Cippenham Recreation Ground, Upton Court Park, Harvey Park (trim trail), Crown Meadow, Godolphin Recreation Ground, Buttermere Avenue, Cromwell Drive Recreation Ground (MUGA resurfacing)



2.2.6 Planting: 100 trees and 1,550 shrubs and herbaceous plants spread through Godolphin, Granville, Salt Hill, and Herschel parks.

2.2.7 Wildfowl and Wetland Trust partnership - Slough Community Wetlands Project Improving local rivers through community engagement and alleviating flooding risks. This project has a 5yr project delivery plan 2016-2021 The first project has been Temple Wood where several work parties cleaned up the stream, cleared vegetation, dug dragonfly pools, pulled Himalayan Balsam and built a bridge. They are also working with local schools to engage children in the project and have put in a S.U.D's pond in St. Mary's Junior School.

2.2.8 Slough Allotments have over 300 new lets this year and there is a capital improvement project for 2018/19. They are being transformed and provide local people with:

- a. Healthy exercise
- b. Healthy food
- c. Social engagement
- d. Social cohesion



2.2.9 Bulb planting.

Over 600,000 bulbs have been planted during November 2017 in Manor Park and Herschel Park, and the Kedermister Park frontage. This will change the springtime in these areas from February to May bringing colour, perfume, and an increase in biodiversity. Engagement of community groups and volunteers brings a sense of ownership and pride in their parks and open spaces.



2.2.10 Love Slough Parks Campaign

Originally this was going to be a three month Facebook and social media campaign but it has been extended due to its success. 2018 already has many planned parks events including the Slough Horticultural Show in Lascelles Park in August.

The aims are:

- To promote Slough's parks as hubs of activity, events and pleasant and attractive outdoor spaces.
- To raise awareness of some of Slough's 'hidden gems', and encourage use of all parks.
- To gain feedback on problem areas in parks and coordinate action to tackle them.
- To engage residents in helping keep parks clean, safe and well used.
- To celebrate the amount of activities taking place in Slough's parks.
- To encourage take up of events, activities and programmes and general use of all parks.

2.2.11 Green Flag Standard for Herschel and Salt Hill Park achieved in 2017



2.2.12 Public Realm

Key progress has continued over the last year on the planning and delivery towards the improvement of the public realm throughout the borough.

The transition of the Amey workforce into the council to form a direct service organisation (DSO) happened as planned on 1st December. New plant and equipment is in place across the service including new graffiti removal equipment, all with new council livery.

The new equipment is amongst the most modern available, with in-cab and other mobile technology. New management IT is in place and being prepared with data to enable the service to be driven more responsively. The new IT will modernise how governance is achieved, through better and more timely reporting and performance management. Overall, higher maintenance standards have been embedded into the new service specification.



The concept of public realm management is now embedded across a number of key service areas. Progress is being made around the delivery of public space maintenance through the Environmental Service, now incorporating a directly managed DSO. This co-location will help deliver service improvements, become more effective and financially efficient, notably speeding up response times for reactive works concerning grounds maintenance, littering, fly tipping etc.

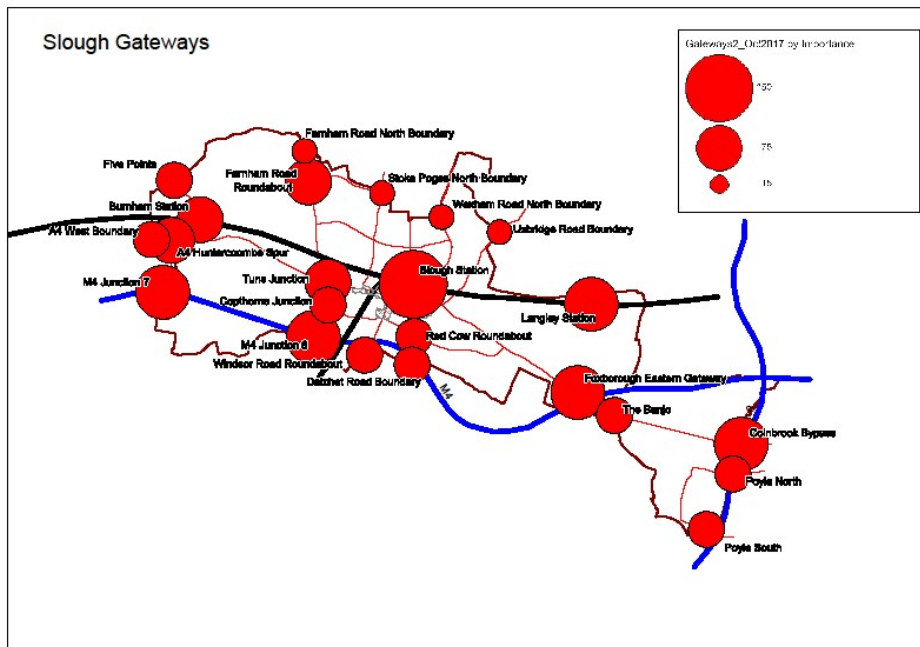
A project is currently being commissioned with Keep Britain Tidy to investigate how we can become more effective in dealing with local littering problems, to look at how we can change behaviours to reduce the amount of littering people do, and review our enforcement policies and practice.

2.2.13 Public Protection

We now have 7 Public Space Protections Orders in place to help us combat anti-social behaviour. The Safer Slough Partnership has a new delivery structure and the first task and finish team reporting into the SSP worked on improving assurance for the safety of Slough parks.

2.2.14 Gateways to the Town

The council is progressing with works to identify and improve the town's main gateways and corridors. The eastern gateway at Junction 5 of the M4 and the eastern Bath Road is identified as a priority. Conceptual design work is underway with a view to consulting on options with the local residents early in January 2018.



2.2.15 Clean, Safe and Vibrant

The 'meanwhile' strategy for the town centre, during its transitional redevelopment, sets out themes as follows;

Clean - in essence doing the 'housework' necessary to bring the town centre up to the standard our residents, visitors and businesses expect. So far we have carried out a walkabout to identify all the various issues associated with the town centre such as the cleanliness of the flooring, the flyposting on lampposts and shops, rubbish collection and removal, etc. The first deep clean was completed in November 2017

Safe – ensuring that the town centre is perceived as a safe place to visit at all times of the day. We are working on the purple flag award to ensure we get recognition of our approach. We are also harmonising the work that various agencies are delivering for a safer neighbourhood, including the police, our CCTV teams, wardens and enforcement staff, to provide a regular presence and address anti social behaviour.

Vibrant – members will be aware of the fading retail offer in the town centre. Whilst that is clearly a cause for concern, it also presents an opportunity to explore the many exciting things happening in other boroughs that we can now try in Slough. These potentially include incubator space to support our business start ups, co-working space for businesses to share office space, pop up shops and restaurants.

2.2.16 The Curve Celebrates

The first year of operation at The Curve has been a huge success with thousands of people exploring the centre. The library and cultural centre has seen a 59 per cent increase in library membership and a 42 per cent increase in children's book borrowing. There have been births registered and marriages conducted at the register office, and Venue @The Curve has hosted a variety of shows and events, including sell-out pantomime performances. This flagship building, with a dramatic design, is a regional winner of the LABC 'Best public service building' and has transformed the town centre and triggered further regeneration and investment in Slough. A week of activities was organised to celebrate the milestone birthday.



2.3 Key actions 7 & 8

2.3.1 Work with Members, partners and community groups to strengthen local cohesion and resilience.

'Diverse Steps – Dance in Unity'

The Members' Community Cohesion group hosted a major celebration of all communities in Slough which took place on Saturday, 20th May 2017 in the Town Square, Slough Town Centre. The aims of the event were to showcase the cultural diversity of communities in Slough through dance and entertainment. The event coincided with 'World Day for Cultural Diversity' – enhancing our understanding of acceptance of different cultures.

The event drew in large crowds in the town centre - over 150 participants took part in the event with 16 different groups performing dance styles from around the world. The event kicked off with a street procession, which was led by members of the Community Cohesion Group and performers.

Feedback from participant: "A great event – our children really enjoyed their participation. The sense of community cohesion brought about by these kinds of events is more important than ever".



Further snapshots of community cohesion activity during 2017 include:

- Black History Month celebration Lydia Simmons, the first black female Mayor of Slough, with free foods from around the world, drumming taster sessions, and music and dance. The event took place from 11am-3pm on Saturday 21 October at Byron House, Longwood Park Office, Common Road, Langley, SL3 8TR.
- Teamwork and community spirit helped spruce up Baylis Park. The community volunteer day in Baylis Park was organised jointly with SNAP (Slough North Action Project), Slough Amey and the council's parks and community safety teams. Around 20 volunteers came along to the historic walled garden to learn and take part in gardening activities such as rose and fruit pruning, tree planting and weeding and tidying the beds and borders.
- Slough Borough Council hosted a drop in community feedback event at the Manor Park Community Centre in November alongside hundreds of local residents as well as representatives from, Thames Valley Police, the Ujala Foundation, Paving the Way and the Wildlife and Wetlands Trust. The event was held to share feedback following a public consultation in March which asked residents to share their experiences of using the Manor Park community centre, surrounding park and adjacent Age Concern building.
- Community groups Paving the Way and the Ujala Foundation organised a Winter Festival for local residents, which took place in the main hall at Manor Park on the same day. The Winter Festival family fun day hosted stalls selling food, gifts, sweets, clothes and jewellery and offered free cake and face painting for children, as well as a range of fun activities. More than 300 people attended the event.

Members' Community Cohesion Group responses:

- 4 June: Members' Community Cohesion Group issue statement about the London Bridge attack: "United against hate"
- 19 June: Members issue statement condemning Finsbury Park Mosque attack: "Hate is repellent no matter what its form"
- 18 August: Members issue statement condemning terrorist attacks in Barcelona "We are shocked and saddened"

2.3.2 Work with partners to ensure that children and vulnerable people are protected (Child Sexual Exploitation and Trafficking).

"A person is vulnerable if, as a result of their situation or circumstances, they are unable to take care of or protect themselves, or others, from harm or exploitation" (ref: College of Policing).

We have deliberately focussed with our partners on working to tackle the risks in Slough from Violence Against Women and Girls + Men and Boys, Child Sexual Exploitation (CSE) and Gangs, Modern Slavery and Exploitation and Cyber Enabled Crime.



Key highlights of our collective work include:

- CSE research to understand the risks faced by children and vulnerable people in Slough which has led to the design of a 'Healthy Choices Programme' for Secondary and Primary Schools in Slough.
- Our understanding of the risks faced by young people due to serious organised crime groups is greater following a Home Office review of 'County line' drugs risks. This research was instrumental to the forming of a multi-agency gang's strategy group and to Thames Valley Police commissioning a review of strategic and operational functions in Slough.
- Members of Licensing, Community Safety and Adult Social Services trained over 900 taxi drivers in Safeguarding and the signs of CSE. The project is currently being researched by a University College London post graduate student so we can better understand the long term benefits of a mass audience education programme in Slough.
- The Safer Slough Partnership has adopted the Home Office VAWG strategy and translated this into a local action plan, overseen by a multi-agency VAWG group. We developed this approach following research carried out by Warwick University and Imkaan in 2016.
- Implemented a programme delivered by 'Reducing the Risk' (a Thames Valley Based DA Charity) to up skill community leaders and frontline professionals in signs of domestic violence and options for support.
- The CSE coordinator, Engage team staff and Slough Children's Services Trust CSE leads provide targeted CSE training for professionals – this is a rolling programme through the Local Children's Partnership Board.
- 126 frontline staff have received awareness training of Modern Slavery and Exploitation from the International Charity, Hope for Justice.
- Amey staff transferring to the Council's Environmental Services in December 2017 were provided with updated Concern Cards to support them in acting as 'eyes and ears' and to enable them to easily report any concerns they have about children and adults. The new Concern Card is shown on the next page and the cards are available for all SBC staff and Members:



Concern card

Please submit the completed card to the team manager immediately

Address:

Date and time of visit:

Who were you concerned about? (give name if known)

Name: (please print)

Department: **Date:**

Who or what were you concerned about?

- Child
- Adult
- Animal
- Environment
- Other

Why were you concerned?



We work in partnership to shape the strategic and operational groups to deliver positive outcomes for Children and Vulnerable people in Slough. The Safer Slough Partnership works closely with the Children's and Adults Safe Guarding Boards (LSCB and LSAB).

The SSP is the lead strategic group for community safety in Slough and we support the partnership by coordinating and supporting work to ensure Children and Vulnerable People are protected through a number of multi-agency Strategic and operational meetings. These include Performance Management, Violence Against Women and Girls + Boys and Men, Modern Slavery and Exploitation, Child Sexual Exploitation, Cyber Crime Strategy, Gangs strategic, Making Every Adult Matter Project, Violence Multi-Agency Partnership.

02.01.2017

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 11th January 2018

CONTACT OFFICER: Russ Bournier, Performance Manager
(For all enquiries) (01753) 87 5217

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

PERFORMANCE & PROJECTS REPORT: Q2 2017/18

1 **Purpose of Report**

- To provide the Committee with the latest performance information for the 2017-18 financial year.
- To summarise the Council's performance against the Corporate Balanced Scorecard indicators to date during 2017-18.
- To update on the progress of the 28 projects on the portfolio, which are graded according to Project magnitude as Gold (6), High (18), Medium (1) or Low (3).

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

The Committee is requested to resolve 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.

4 **Other Implications**

(a) **Financial**

There are no financial implications.

(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

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

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

5 Supporting Information

5.1 This is the second report to Cabinet reporting on the 2017-18 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 two sections:

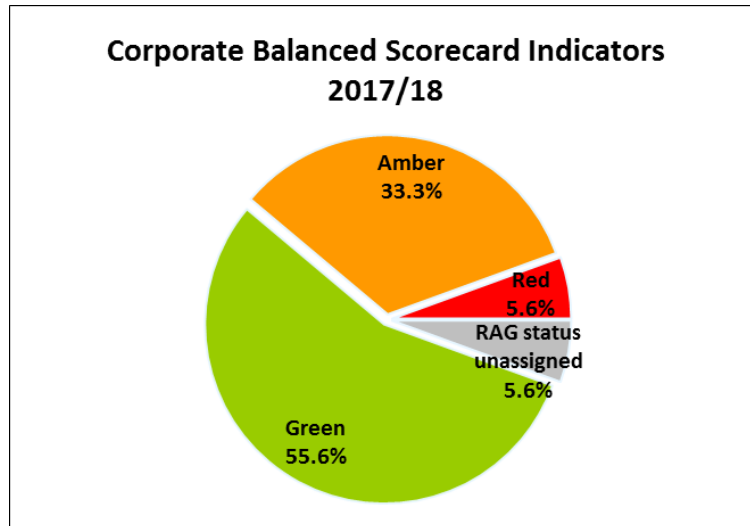
- The high-level performance indicators of the Corporate Balanced Scorecard;
- The summary highlight reports on the Council's Project Management Performance.

5.3 Corporate Balanced Scorecard

5.3.1 This is the quarter 2 (2017-18) presentation of the Corporate Balanced Scorecard, relating to the period 1st July to 30th September 2017.

5.3.2 There are 18 performance measures included in the Corporate Balanced Scorecard. These have been aligned to the five priority outcomes as agreed in the revised Five Year Plan 2017-2021.

5.3.3 The latest position of the Corporate Balanced Scorecard demonstrates that at the end of quarter 1, an overview of the Council's performance was as follows:



5.3.4 Of the 18 indicators reported, one (relating to child protection plans) currently has no agreed target.

5.3.5 For the remaining 17 indicators with agreed target levels, in this period, 1 was rated as significantly under the desired performance level ('Red'), 6 were rated as 'Amber', signifying a near miss to desired performance level, and 10 were rated 'Green' as achieving or exceeding target performance.

5.3.6 For each indicator the RAG status has been assigned by the responsible manager, with reference to previously agreed targets.

5.3.7 Key areas of noteworthy concerns flagged as '**Red**' status are limited to:

5.3.8 **1.2ii: Prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP**

The 'excess weight' measure at the end of primary school is generated annually as part of a nationwide Child Measurement Programme. The latest Slough result for 2016/17 academic year (just released) has a higher proportion of children carrying 'excess weight' than the national and regional averages, and a further increase in this proportion since the previous year.

Please refer to the Corporate Balanced Scorecard for fuller details of the initiatives in place to tackle the issue of unhealthy weight in childhood.

5.3.9 Key areas of performance deterioration are:

5.3.10 **Increase council tax in year collection rate (%)**

The collection rate at the end of September 2017 of 57.5% is 0.3% below the profiled target for this time in the financial year of 57.8% and is 0.2% below where we were this time last year. The RAG status has therefore slipped from '**Green**' to '**Amber**'.

5.3.11 Key areas of performance improvement are:

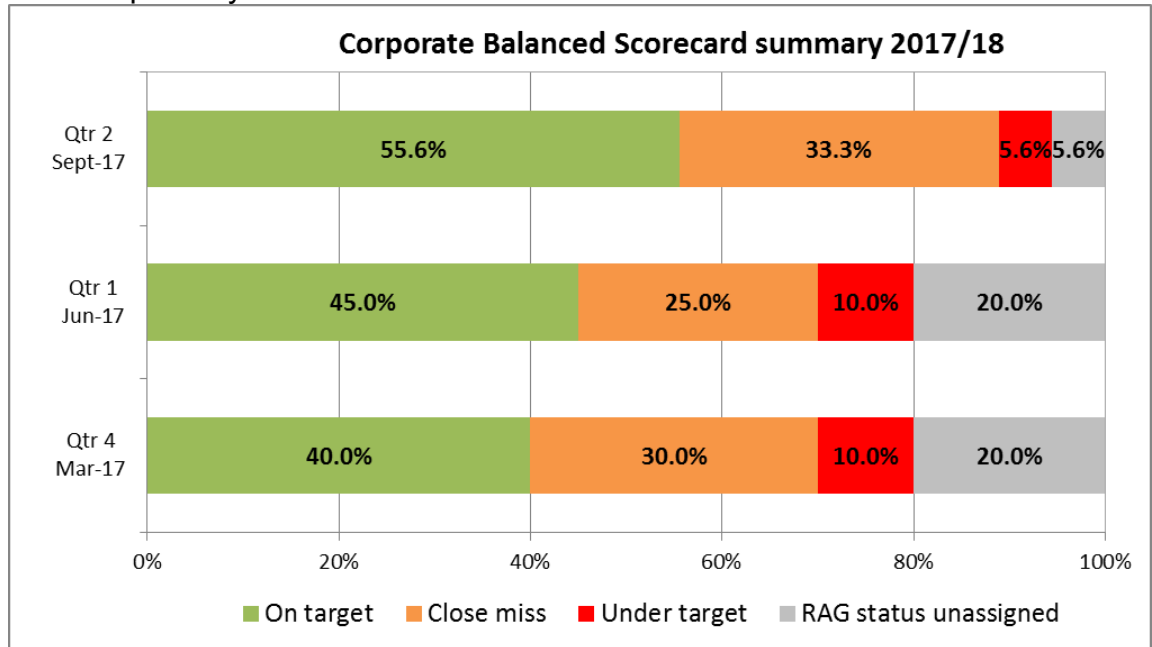
5.3.12 **Reduce prevalence of children with 'excess weight' at start of primary school (Reception) as measured by the NCMP**

In the recent 2016/17 data release, the percentage of children with 'excess weight' at the start of primary school in Slough has fallen *below* both the

England average and the South East average. The RAG status has therefore improved from 'Red' to 'Green'.

5.3.13 Comparison with previous quarter:

5.3.14 The bar chart below compares the proportion of indicators assigned each RAG status at quarterly intervals.



5.4 Project Management

5.4.1 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.

5.4.2 During Quarter 2, 28 projects were being undertaken, with 6 of these described as “Gold Projects” – those of greatest strategic importance to the Council, and a further 18 categorised as of “High” importance grade, 1 as “Medium” and 3 as “Low”.

5.4.3 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. Cabinet may decide to scrutinise particular projects using this Background Paper.

5.4.4 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
- Accommodation and Hubs

5.4.5 Highlights this quarter:

3 Projects: Progress

Slough Cemetery & Crematorium Project

The building is now operational with all outstanding snagging works completed.

Agresso

Following the handover of project management responsibilities, great steps have been taken to ensure project delivery timescales are minimally impacted.

The project has secured two additional posts to support project delivery.

RMI

Negotiations have concluded to secure the accommodation at Hawker House for co-location with Osborne Property Services.

Mobilisation work is progressing well with Staff co-locating with the new service provider as of 1st December 2017.

5.4.6 Key issues to be aware of:

1 Project: Resources

DSO

Provision of Customer services at Chalvey is being reviewed in light of the transition of Environmental services back in house. 3 full time equivalent members of staff have been identified as a requirement to meet future call demand/resolution.

5.4.7 Key lessons from projects reviewed this quarter:

The Programme Management Office (PMO) routinely carries out End Project, Lessons Learned and Benefits reviews for key projects. In the last quarter, the PMO undertook Lessons Learned reviews for the following projects:

- Electric Vehicle (EV) Chargers – OLEV Charge Point Programme
- Herschel Multi Storey Car Park Lighting Upgrade

This resulted in findings that have been helpful to project managers implementing projects of a similar nature.

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

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

6 **Comments of Other Committees**

This report was considered by the Cabinet at its meeting on 20th November 2017 and has been scrutinised by CMT and the 5 Year Plan Board, with suggestions for additions to next Quarter Report.

7 **Conclusion**

- 7.1. Over half (56%) of the selected performance indicators are now achieving desired target results, with current near-misses in bus punctuality, overall crime rates and in increasing the number of dwellings in the borough.
- 7.2. 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.

8 **Appendices Attached**

'A' - Corporate Balanced Scorecard, September 2017

9 **Background Papers**

Please email programme.managementoffice@slough.gov.uk for a copy of Project Highlight reports for this reporting period.

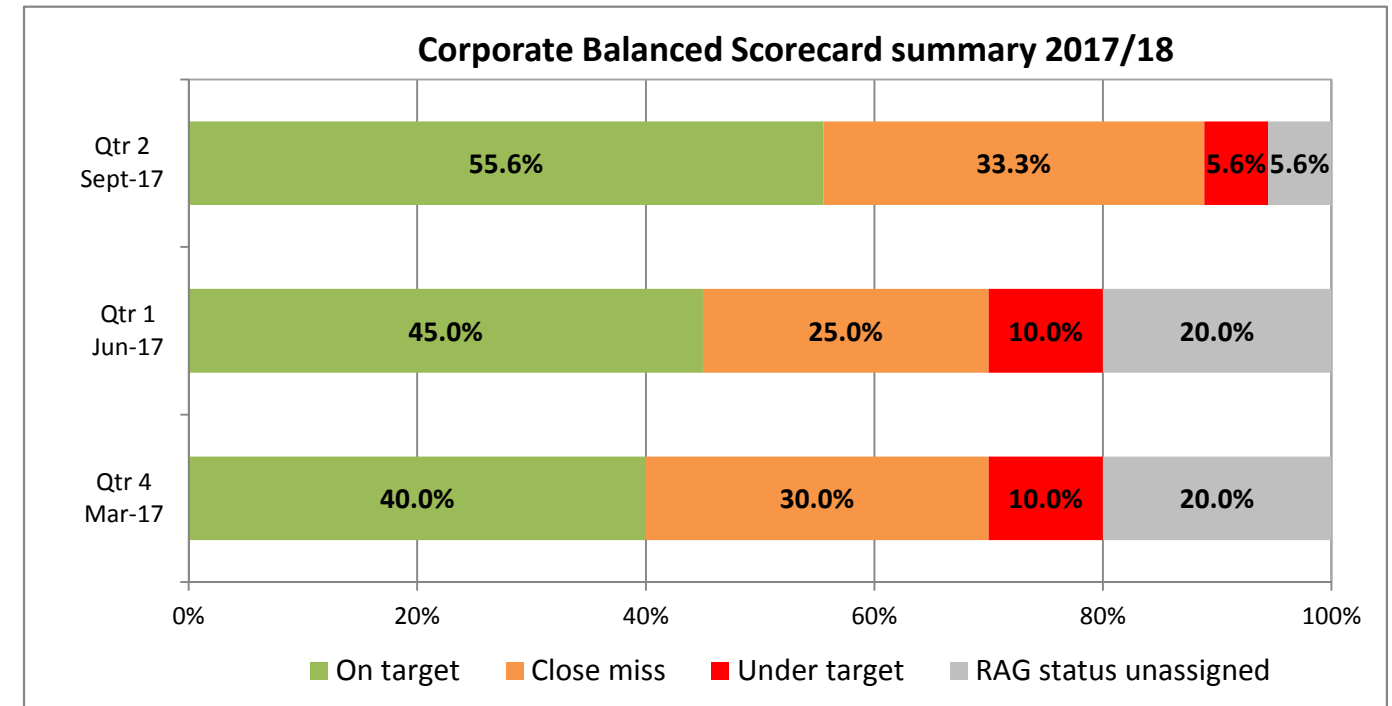
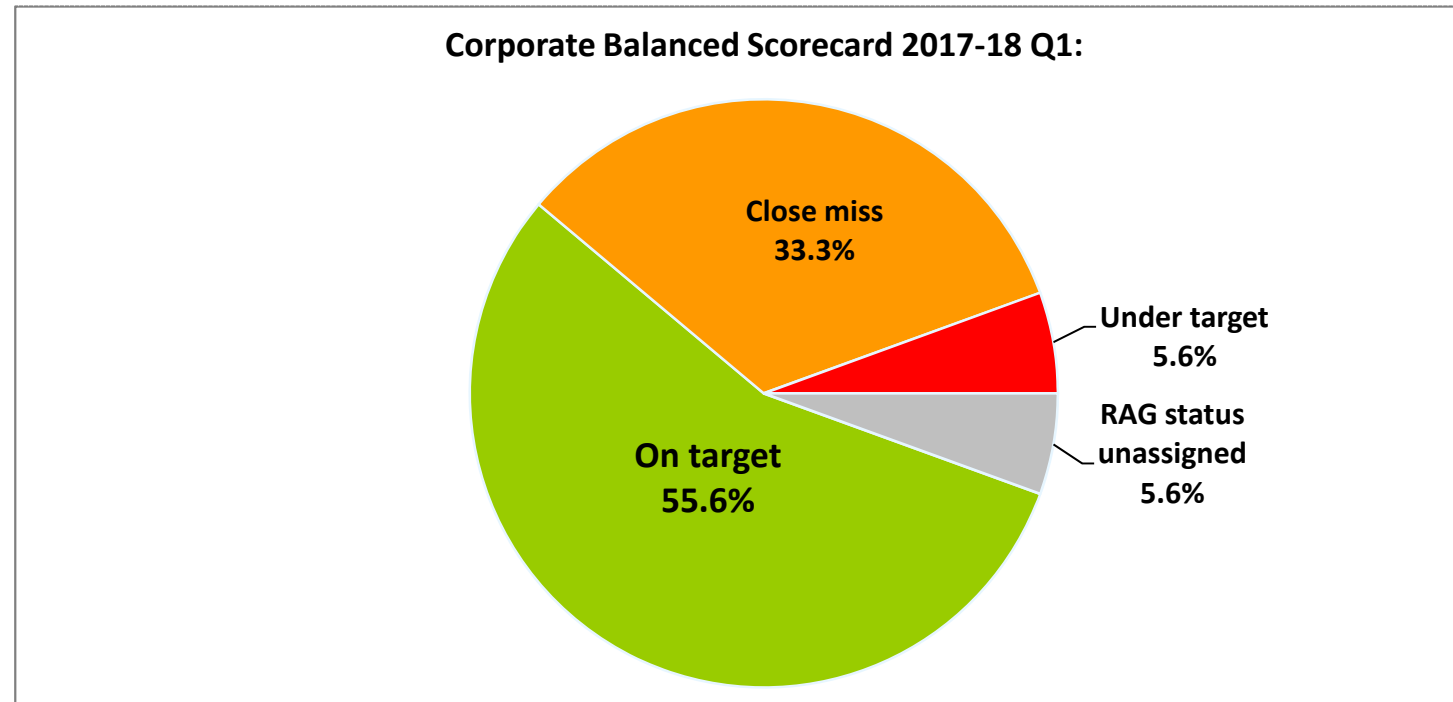
Appendix A: Slough Borough Council - Corporate Balanced Scorecard 2017-18: to end of quarter 2 - Sept-17

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).

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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.	Oct-17	69.1% [2015/16] 64.9% [2014/15] 58.0% [2013/14] 49.9% [2012/13]	increasing	[2016/17] Slough 71.2% SE 74.0% England 70.7%	↑	Green	Achievement in the 2016/17 academic year shows that performance in Slough Schools has improved by 2.1% from 69.1% in 2015/16 to 71.2% in 2016/17. Slough's performance is marginally above the England average of 70.7%. Ranked 63rd 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-17	23.0% [2015/16] 19.6% [2014/15] 21.9% [2013/14] 21.9% [2012/13] 22.3% [2011/12]	Closer to the national rate	[2016/17] Slough 21.1 % SE 21.4% England 22.6% [2,511 children measured]	↑	Green	<p>Childhood obesity is impacted by multiple factors, most of which will be outside the council's ability to control.</p> <p>In the 2016/17 dataset, the percentage of children with 'excess weight' at the start of primary school in Slough has fallen below both the England average and the South East average for the first time. 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-17	38.9% [2015/16] 38.8% [2014/15] 37.0% [2013/14] 34.8% [2012/13] 35.5% [2011/12]	Closer to the national rate	[2016/17] Slough 41.5% SE 30.6% England 34.2% [2,090 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 2016/17 the percentage of children with 'excess weight' at the end of primary school in Slough has increased further, with the gap widening against the England and South East averages.</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		Target	Actual	Direction of		Actions
		Updated	Baseline			Travel	RAG Rating	
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>	Oct-17	2017 Q1: 37.4 (England: to be released) 2017: Slough 37.2 (prov) (England: to be released) 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 Q2 not available yet as at end of Aug-17 43.0 (prov)	n/a	n/a	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. The number of plans is currently rising, although from a low base; however, senior leaders report that recent decision-making to begin CP plans is sound. Historically, the trend in Slough has been extremely volatile with numbers of CP plans varying tremendously between years. Authorities with 'Good' Ofsted ratings and with strong services in the area of family intervention tend to have low, stable CP plan rates. This is the aim in Slough, and will take place when we have put in place effective prevention and early intervention services locally. This is a key aim of the Trust's reconfiguring of its early intervention services and its Innovation Bid-funded activity, which aims to further divert demand from statutory services; this will thereby reduce the number of CP plans.
1.4	Reduce levels of 16-18 year olds not in education, employment or training (NEETs)	Oct-17	2015 = 8.4% NEET: 4.2% Activity not known: 4.2% 2014 = 13.3% NEET: 4.0% Activity not known: 9.3% 2013 = 13.7% NEET: 6.1% Activity not known: 7.6% 2012 = 11.5% NEET: 4.9% Activity not known: 6.6%	Below 5%	2016 Slough NEET: 2.8% Activity is not known: 0.9% Combined rate: 3.7% National NEET: 2.8% Activity is not known: 3.2% Combined rate: 6.0% South East NEET: 2.5% Activity is not known: 3.9% Combined rate: 6.4%	↑	Green	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 2016 combined NEET rate is 3.7% which exceeds the target rate of 5%. This consists of 2.8% NEET rate and 0.9% for 'activity is not known'. The very low rate of 'not known' is due to the extremely effective identification methods used by Slough in chasing up every person in the cohort. 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. There are ongoing challenges to ensure that all young people are supported to find suitable employment, education or training opportunities.

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 smokers). Percentage of those who successfully quit smoking.	Sep-17	2015/16 Q1-Q4 <u>4 weeks</u> Slough 65.40% [998] SE 55.67% England 51.02% Rate per 100,000 smokers not available	Above the national rate	2016/17 Q1-Q4 <u>4 weeks</u> Slough 70.64% [741] SE 52.33% England 50.69% <u>Rate per 100,000 smokers</u> Slough 3,766 SE 2,054 England 2,248	↑	Green	The methodology of this indicator has changed from rate per 100,000 population to rate per 100,000 smokers therefore previous years rates for comparison is not available. Slough continues to perform above the South East 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	Oct-17	362 [Mar-17] 235 [Mar-16] 197 [Mar-15] 188 [Mar-14]	Increasing	392 clients & carers [Sept-17] [245 clients + 147 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	Sep-17	2016/17 Q1-Q4 Slough: 9.75% [3,430] SE: 16.72% National: 17.02%	Closer to the national rate by 17/18	2017/18 cumulative to Q1 Appointments offered: 3,934 Slough 10.99% SE 16.51% National 16.83%	↑	Amber	Health Check rates in Slough although improving remain below south east and national rates of 16.51% and 16.83% 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: Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)	Sep-17	B (2.44) [Q1 2017/18] B (2.47) [Q4 2016/17] A- (2.52) [Q3 2016/17] A- (2.57) [Q2 2016/17] A- (2.58) [Q1 2016/17] A- (2.56) [Q4 2015/16] B (2.46) [Q3 2015/16]	EPA grade average of 'B' (2.00) or above (i.e. 'Predominantly free of litter and refuse apart from some small items')	B (2.44) 87 inspections [Q2 2017/18]	↑	Green	Throughout each quarter, SBC staff conduct a number inspections of the Gateway sites and award a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an EPA Grade for that average. All inspected sites are subsequently cleaned and restored to grade A status ('No litter or refuse in the street') with the more heavily littered sites being cleaned with more immediate urgency. The latest quarter reported on here experienced a very small increase in overall grade; 6 of the 87 inspections resulted in the lowest Grade D. N.B. EPA Grade is a standardised grading for inspection of street cleanliness the Environmental Protection Act (1990) enshrined in the Code of Practice on Litter and Refuse.
3.2	Reduce crime rates per 1,000 population: All crime (cumulative from April)	Aug-17	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 Jun-17] Slough: 88.06 MSG: 92.87 England: 82.89	↓	Amber	The rolling year-to-date position for "all crime" for Slough has increased by 1% (+0.91). Slough continues to show a lower increase than the national increase of 1.3% and has maintained its position in the 'Most Similar Group' at 5.5% lower than the group average with lower all-crime rates than Luton, Brighton etc. in addition to lower rates than Reading and Oxford. Local authorities in Slough's MSG have also seen an increase in crime from Q4 2016/17 to Q1 2017/18 by 1.3% (+1.25). Nationally, the UK saw an increase in all crime in the most recent quarter by 1.3% (+1.06). Only 16% of crime types saw an overall decrease across all Local Authorities. The Safer Slough Partnership is continuing to focus on reducing crimes against people; in particular, Violence Against Women and Girls (VAWG) through the VAWG group, CSE and a new Task and Finish group reviewing gangs. This focused partnership work is specifically designed to mitigate increases in crime and to stabilise our overall crime figures.

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]	An average of 550 per year	[2016/17] Net completions 521	↓	Amber	<p>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.</p> <p>New dwellings will be provided through direct SBC / SUR developments as well as private developers, and SBC is working to incentivise developers to maximise the number of dwellings and affordable homes.</p> <p>SBC has engaged a specialist outside consultant to review developers submitted viability studies. Developers to be requested to pay consultants costs. Specialist advice will provide a more robust challenge to developers in negotiations on the level of affordable housing and Section 106 contributions for major residential development planning applications.</p> <p>The Council has a five year supply of housing (reported to September Planning Committee) - a key requirement under Government policy that prevents a Planning Authority's control being weakened when deciding housing planning applications.</p> <p>A trajectory of likely future housing sites is updated regularly, and will be used to prepare a housing capacity study as part of the preparation for the next stage of the Local Plan review. This will provide a basis to better estimate the deliverability and supply of sites and potential affordable housing and inform Asset Management regarding possible site purchase(s) to aid regeneration.</p>

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
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 each year	2016/17 16	↓	Amber	<p>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.</p> <p>Planning Committee (September) agreed a change to SBC implementation of its Planning policy on Affordable Housing. The existing overarching policy of 30-40% affordable housing on sites of 15 homes or more still stands. The change will :</p> <ul style="list-style-type: none"> • Widen the range of affordable housing requested from developers of most major sites by introducing Slough Living Rent category in addition to social rent (now called Slough Affordable Rent). • Seek a greater proportion of shared ownership housing. • Provide an incentive for brownfield site developers to achieve a level of affordable housing not normally achieved before due to development viability issues. They can avoid the cost of conducting a full viability assessment if within 5% of the normal target. • Incentivising developers to propose 15 to 24 home schemes instead of schemes just below the 15 home threshold i.e. the cliff edge is reduced in terms of financial contributions sought at 15 or more units and the scale of charges has been refined.

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 (%)	Oct-17	97.5% [2016/17] 97.1% [2015/16] 96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	97.00%	Jun - Sept 17 57.3%	↑	Green	The collection rate at the end of September 2017 was above target for this time in the financial year.
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.	Oct-17	Mar 2017 1,330 people Slough 1.4; SE 1.2; GB 2.0. 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 Sep-17: 1,280 people Slough 1.3% SE 1.2% GB 1.9%	↑	Green	Slough's claimant rate for September 2017 of 1.3% comprising of 1,280 people, has fallen further since June. Slough's rate is lower (better) than the GB average of 1.9% 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		Target	Actual	Direction of Travel	RAG Rating	Actions
		Updated	Baseline					
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	Data is collated and reported annually by Department for Transport. The latest reports shows a 9% reduction in punctuality in Slough between 2014/15 and 2015/16, with local punctuality for this year now below both the England value (82.6%) and South East value (82.8%). Traffic management schemes to decrease congestion and increased use of dedicated bus lanes continue. By widening the A4 at key points, and by utilising service roads as bus lanes, SMaRT aims to provide a bus service that is quicker, more frequent, and more reliable. SBC Transport & Highways Department co-ordinates road and street works to minimise any impact on public transport operations and business travel. The Tuns Lane enhancements will deliver lane widening on Tuns Lane and a roundabout with a new 'intelligent' traffic light system which senses traffic jams and adjusts the sequencing of the lights accordingly. Similarly, Windsor Road will see junction improvements, road widening and other works to improve conditions for general traffic and buses, making journeys quicker and more reliable. First Bus introduced significant changes to their bus network in Slough from the 24th September 2016 to reduce the impact of congestion on bus operations.
Enabling								
E.1	Increase council tax in year collection rate (%)	Oct-17	96.8% [2016/17] 96.5% [2015/16] 96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	Annual target 97.1% Profiled target for September 57.8%	Jun - Sept 17 57.5%	↔	Amber	The collection rate at the end of September 2017 of 57.5% is 0.3% below the profiled target for this time in the financial year of 57.8% and is 0.2% below where we were this time last year.
E.2	Increase proportion of council tax payments made by direct debit	Oct-17	57.4% Mar-17 55.7% Mar-16 51.9% Mar-15	Increasing	As at Sept -17 57.9%	↑	Green	As at September 2017 the percentage of accounts paying by direct debit is 57.9%; this position reflects an increase of 0.5% in the quarter.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
E.3	Increase the proportion of households signed up for self service	Oct-17	Mar-17: 16.7% 9,277 households 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 Sept -17 20.9% 11,595 households signed up for self service	↑	Green	<p>As at end of September 2017, approximately 21% of households had signed up for self-service (an increase of 1.99% in the quarter). 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.</p> <p>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.</p> <p>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.</p>

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 11th January 2018

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

WARDS: All

PART I
FOR CONSIDERATION & COMMENT

OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2017/18

1. **Purpose of Report**

1.1 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 OSC:

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

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

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

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

- Slough will be 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
1 February 2018
<ul style="list-style-type: none"> • BUDGET MEETING
15 March 2018
<ul style="list-style-type: none"> • Financial Update • Communications Strategy – update from LGA Peer Review • Five Year Plan – Outcome 5, themes 1, 3 and 5 • Slough Five Year Plan: Outcome 5, Key Action 6 (Cultivate a vibrant town centre) • Slough Urban Renewal • Adult Social Care Transformation Programme – Annual Update
12 April 2018
<ul style="list-style-type: none"> • Financial Update • Scrutiny – Annual Report • Petitions – Annual Summary

To be programmed:

- Obesity in secondary schools
- Five Year Plan: Slough will be an attractive place (key actions 2, 5 and 6) July 2018
- Five Year Plan: Outcome 5, themes 2 and 4 (September 2018)
- Housing Strategy: Themes 2 (Private Sector) and 3 (Council Homes) - July 2018
- Arbour Park Stadium – November 2018

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MEMBERS' ATTENDANCE RECORD 2017/18
OVERVIEW AND SCRUTINY COMMITTEE

COUNCILLOR	13/06/17	13/07/17	14/09/17	30/10/17 (Extraordinary)	16/11/17	11/01/18	01/02/18	15/03/18	12/04/18
Chahal	P	P	P	P	P*				
Chaudhry	P	P	Ap	P	Ap				
Chohan									
N. Holledge	P	P	P*	P	P				
Parmar	P	P	P	P*	P				
Rana	P	P	P	P	P				
Sadiq	P	P	P	P	P				
Sarfraz	P	P	P*	Ap	P				
A. Sandhu	P	P	P	P	P				
R. Sandhu	P	Ap	Ap	Ap	P				

P = Present for whole meeting
 Ap = Apologies given

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

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