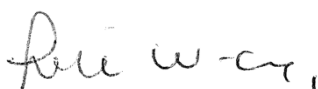


Date of issue: Wednesday, 7 November 2018

MEETING:	OVERVIEW & SCRUTINY COMMITTEE (Councillors Arvind Dhaliwal (Chair), R Sandhu (Vice Chair), R Bains, Minhas, D Parmar, S Parmar, Rana, Sarfraz and Sharif)
DATE AND TIME:	THURSDAY, 15TH NOVEMBER, 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.



JOSIE WRAGG
Chief Executive

AGENDA

PART I

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

CONSTITUTIONAL MATTERS

- | | | | |
|----|--------------------------|---|---|
| 1. | Declarations of Interest | - | - |
|----|--------------------------|---|---|

All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.



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

The Chair will ask Members to confirm that they do not have a declarable interest. All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.

- | | | | |
|----|---|-------|-----|
| 2. | Minutes of the Last Meeting held on 13th September 2018 | 1 - 6 | All |
| 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. | Presentation by the Thames Valley Police and Crime Commissioner and Thames Valley Chief Constable | - | All |
| 6. | Performance and Project Report Quarter 1 2018/19 | 9 - 52 | All |
| 7. | Adult Social Care Transformation Programme | TO FOLLOW | All |

MATTERS FOR INFORMATION

- | | | | |
|-----|--|---------|-----|
| 8. | Voting Task and Finish Group | 53 - 56 | All |
| 9. | Forward Work Programme | 57 - 62 | All |
| 10. | Members Attendance Record 2018/19 | 63 - 64 | All |
| 11. | Date of Next Meeting - 10th January 2019 | - | - |

Press and Public

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

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

Overview & Scrutiny Committee – Meeting held on Thursday, 13th September, 2018.

Present:- Councillors Arvind Dhaliwal (Chair), R Sandhu (Vice-Chair), R Bains, D Parmar, S Parmar, Rana and Sarfraz

Also present under Rule 30:- Councillor Strutton

Apologies for Absence:- Councillor Minhas

PART I

21. Declarations of Interest

No declarations were made.

22. Minutes of the Last Meeting held on 12th July 2018

Resolved – That the minutes of the meeting held on 12th July 2018 be approved as a correct record.

23. Action Progress Report

In relation to Minute 5 from 14th June 2018, it was noted that the Voting Task & Finish Group had yet to begin its work on the advice of the Returning Officer. It would be convened soon and the Chair asked to be kept informed of progress.

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

24. Member Questions

None.

25. Thames Valley Transactional Services Centre Annual Report: April 2017 - March 2018

The Committee received a report that provided a strategic overview of the contractual performance of the Thames Valley Transactional Services Public Private Sector Partnership. In line with previous requests from the Committee, the information provided a high level summary of performance and current issues. The Chair requested that a more detailed and comprehensive report should be provided in future to enable the Committee to properly scrutinise performance.

The ten year contract between the Council and Arvato was due to cease in March 2022 and the services in scope, including customer services, ICT, transactional HR, revenue and benefits were noted. John Wybrant, Arvato's Chief Operating Officer gave a presentation which is summarised as follows:

Overview & Scrutiny Committee - 13.09.18

- Business Rates collection had exceeded the 97% target with a final outturn of 97.63%, which was circa £10m more than collected in the previous year. Council Tax collection was slightly below the 97% target at 96.79%.
- 17 of the 20 customer service KPIs and 15 of the 17 IT targets had been met. IT had been a major priority during the year with significant upgrades in systems.
- The successful apprentice programme continued with a further 13 apprentices achieving NVQ Level 2 in 2017/18.
- Key challenges in year 6 of the contract included additional support for the new Repairs, Maintenance and Investment contract, insourcing of environmental services back to the Council and aligning systems arising from the Council's introduction of a new HR and finance system, Agresso.
- Arvato's parent company, Bertelsmann, had announced a strategic review which could result in partnership, part or full sale of its Customer Relationship Management business. A decision was expected by the end of the year.
- A new operational and account management structure for Arvato had also been introduced and the new organisational chart was noted.
- Arvato now employed circa 800 staff at the headquarters in Slough supporting the Council and a range of other clients. Recruitment was a key challenge.

Members discussed a wide range of issues including the improvements made to IT during the year. Mr Wybrant commented that since IT was added to the contract, Arvato had sought to improve the legacy systems and aged IT infrastructure, however, the pace was determined by the level of investment. Arvato had responded to the Council's changing ambitions in terms of the digitisation of services.

The Committee discussed the contract model, which was worth circa £11m per annum. The contract included a penalty mechanism linked to the value of the contract and targets were regularly reviewed. A question was asked about the operational impacts on Arvato when the Council changed strategy and it was responded that Council services did change over time and good communication was essential so that Arvato understood the direction the Council was going in and could plan, train staff and allocate resources accordingly. It was noted that the Council was developing a new Customer Services Strategy but this work was at a relatively early stage.

Members asked for an explanation for the number of complaints upheld which has been consistently above the 25% target through the year. It was responded that the Council's client team closely monitored complaints and that the levels were relatively low, however, the Council and Arvato had focused on reducing the proportion of upheld complaints since April. Actions included training and service reviews to try to improve performance.

Overview & Scrutiny Committee - 13.09.18

Members asked a number of specific questions about individual KPIs and areas of performance and explanations were provided. The Committee asked for further information in future reports on the values and volumes of KPIs in addition to the percentages provided. This would be provided and Mr Wybrant invited Members to visit the teams at Phoenix House to improve understanding of the services provided to the Council.

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

Resolved –

- (a) That Arvato's performance in the period April 2017 to March 2018 be noted.
- (b) That it be noted that Arvato had formally notified the Council that they were in the process of exploring commercial options for the future of their Customer Relationship Management (CRM) business which may include partnership or a full or partial sale of the CRM business.

26. Five Year Plan - Outcome 3

The Service Lead, Regulatory Services, provided the Committee with an overview of the progress being made in delivering Outcome 3 of the Five Year Plan – 'Slough will be an attractive place where people chose to live, work and stay'.

Outcome 3 contained four key actions and progress on these was outlined as follows:

- *Establish a town team to ensure a clean and safe town centre.* Since the Town Team met in June 2018, rapid progress had been made on improving the town centre, which included providing interim wardens in town centre patrols, an increase in floral displays and disputed ownership areas cleared of rubbish. Further work was planned to ensure that the transition of the town centre prior to and during regeneration of the area is managed well with positive input from businesses and other partners.
- *Plant one million bulbs with our communities in our Parks and Open Spaces.* Over 600,000 bulbs had been planted, with input from local ward councillors working with the local communities and planting in areas where there will be a visual impact for most people. A further 400,000 bulbs were being planted in autumn.
- *Town survey to ask residents what they felt about the town and use of the results to shape future plans.* It was noted that the 2018 Place Survey was due to take place in late September, with results being received in December 2018. Procurement for an external company to carry out the survey and provide an analysis of the data was underway.
- *Co-create strong and attractive neighbourhoods.* Significant work had been undertaken with communities across the town including getting

Overview & Scrutiny Committee - 13.09.18

residents taking part consistently in a wide range of community organised provision.

Members raised a number of issues during a wide ranging discussion including the excellent resident engagement in the Manor Park consultation. Concern was raised about the vitality of the High Street and apparent lack of information in the report. It was noted that there was cross over between Outcomes 3 and 5 on the town centre which focused on cleanliness/safety and economic development respectively. A Member highlighted that the geographic definition of the town centre was different from that in planning policies. It was suggested that a unified definition of the boundary would lead to improved coordination, management and enforcement and help to encourage those moving into new developments in the areas around the station to visit the High Street rather than alternative destinations. Officers recognised the point and the potential role of a Business Improvement District in improving the management of the town centre was explained.

The level of enforcement action on littering and anti-social behaviour was raised and Members asked about the most appropriate mechanisms to report such issues. It was responded that reporting problems to the ASB hotline would help to identify trends and allocate resources. There was Public Space Protection Order in the town centre that was enforced by Thames Valley Police. The role of the wardens in providing support and reassurance was noted and it was hoped their hours and locations could be extended if funding could be secured.

Members welcomed progress made to date and endorsed the key actions outlined for further delivery of Outcome 3.

Resolved –

- a) That details of the update be noted.
- b) That the Committee support further engagement with and contributions from businesses and communities for, in particular,
 - The development of a Business Improvement District (BID) to bring more resources to the town centre.
 - The enhancement of the towns open spaces and neighbourhoods.

27. Contract Management

The Committee received an update on the Borough's contract management procedures, following risks identified in an Internal Audit report in September 2017. The main findings of the audit were as follows:

- There had been inconsistent contract management across SBC.
- Contract management roles were poorly defined and lacked clear accountability.
- There was insufficient contract management capability and capacity.

Overview & Scrutiny Committee - 13.09.18

- Contract risks and opportunities were not well managed.
- No process to manage dependencies and interdependencies across contracts / service areas.
- The contracts register was incomplete.
- Current structures would not drive sufficient change.

The Director of Finance & Resources provided assurance to the Committee that action was being taken to address the weaknesses and explained the approach that had been taken. It was recognised that historic issues relating to existing contracts needed to be addressed, and the recent major contracts such the Repairs, Maintenance & Investment contract with Osbornes had been more robust.

Findings of the audit had been accepted by the Corporate Management Team and it was agreed that key recommendations made within the report be implemented. It was brought to Members attention that good progress had been made on the recommendations, which included the Contract Register being reviewed monthly and published online; development of a corporate contract management framework creating a checklist and evaluation tool to evaluate current and future contracts against best practice. Following a review there had been internal discussion about the most appropriate structures to manage contracts in the future including the respective roles of central and departmental teams.

Councillor Strutton addressed the Committee under Rule 30 and he highlighted the apparent failure over several years to address the weaknesses in contract management. He asked about the plans to improve monitoring, policies and procedures and highlighted the role of Members in providing strong oversight. The comments were noted.

Members were assured by the approach outlined by the Director and welcomed the changes that had been introduced and the benefits to be gained from effective contract management were highlighted. It was suggested and agreed that the Committee take a more active role in scrutinising major contracts by widening the scope of its regular scrutiny of the Arvato contract to include other contracts such RMI. An update would be provided early in the New Year.

Resolved –

- (a) That details of the report and the actions being taken in response to the identified weaknesses be noted.
- (b) That the Committee considered a wider report on contract management including RMI and potentially other major contracts in early 2019 alongside the scheduled scrutiny of the Arvato contract.

Overview & Scrutiny Committee - 13.09.18

28. Forward Work Programme 2018/19

Members considered details of the proposed Work Programme and following discussions, agreed that it be updated as follows:

- That a wider update on contract management including Arvato and RMI be considered in January 2019.

Resolved – That the Work Programme be approved.

29. Members Attendance Record 2018/19

Resolved – That the Members' Attendance Record be noted.

30. Date of Next Meeting - 15th November 2018

The date of the next meeting was confirmed as 15th November 2018.

31. Exclusion of the Press and Public

Resolved - That the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the Authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).

32. Part II Minutes - 12th July 2018

Resolved – That the Part II minutes of the meeting held on 12th July 2018 be approved as a correct record.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.26 pm)

Overview and Scrutiny Committee – Actions Arising from Meetings

14th June 2018

Minute:	Action:	For:	Report Back To: Date:
5	Resolved – That a Task & Finish Group examining the security of the ballot and the promotion of youth participation be established.	Scrutiny Officer	OSC Terms of Reference agreed To be completed by 14 th March 2019

13th September 2018

Minute:	Action:	For:	Report Back To: Date:
26	Resolved: That the Committee support further engagement with and contributions from businesses and communities for, in particular, <ul style="list-style-type: none"> • The development of a Business Improvement District (BID) to bring more resources to the town centre • The enhancement of the towns open spaces and neighbourhoods. 	Regulatory Services	OSC Ongoing

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 15th November 2018
CONTACT OFFICER: Dean Tyler, Service Lead – Strategy & Performance
(For all enquiries) (01753) 875217
WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

PERFORMANCE & PROJECTS REPORT: QUARTER 1 2018/19**1 Purpose of Report**

To provide Overview and Scrutiny Committee with the latest performance information for the 2018-19 financial year as measured by:

- The corporate balanced scorecard indicators to date during 2018-19.
- An update on the progress of the 25 projects on the portfolio, which are graded according to project magnitude as gold (6), silver (12) or bronze (7).
- An update on the progress of the current manifesto commitments.

2 Recommendation(s)/Proposed Action

Overview and Scrutiny Committee is requested to note the Council's current performance as measured by the performance indicators within the balanced scorecard, the progress status of the gold projects and the manifesto commitments.

3 The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**(a) Slough Joint Wellbeing Strategy Priorities**

The report supports the Slough Joint Wellbeing Strategy by detailing how the Council has performed against its priority outcomes as follows:

- Protecting vulnerable children
- Increasing life expectancy by fostering on inequalities
- Improving mental health and wellbeing
- Housing

(b) Five Year Plan Outcomes

The report supports each of the Five Year Plan outcomes by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and gold projects reporting. The outcomes are:

- Slough children will grow up to be happy, healthy and successful
- Our people will be healthier and manage their own care needs

- Slough will be an attractive place where people choose to live, work and stay
- Our residents will live in good quality homes
- Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

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 or other legal implications.

(d) Equalities Impact Assessment

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

5 **Supporting Information**

1.1. This is the first quarter report to Overview and Scrutiny Committee reporting on the 2018-19 financial year in respect of the performance position of the Council.

1.2. Please refer to the attached corporate performance report (Appendix A) which summarises progress against the Council's priorities in quarter 1 of the financial year 2018/19.

1.3. The report comprises of the following three sections:

- The high-level performance indicators of the corporate balanced scorecard;
- The summary of highlight reports from the Council's Project Management Office (PMO);
- A summary of the current manifesto commitments.

6 **Comments of Other Committees**

As a result of Cabinet discussion the new format was endorsed and further work has been undertaken to strengthen the content for Quarter 2.

7 **Conclusion**

- 1.4. Almost two thirds (64.7%) of the selected performance indicators are achieving desired target results, with current near-misses in adults managing their care and support through direct payments, number of people active, overall crime rates and business rate collection rates.
- 1.5. Progress continues on all major schemes and projects. Across all projects on the portfolio 68% were rated overall as on target. The portfolio is regularly reviewed to ensure that the projects deliver strategic objectives, including the Five Year Plan, Manifesto and Service Plans. 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.
- 1.6. Over 80% of the manifesto pledges are reported as on target. Two of the manifesto pledges were delivered this quarter:
 - Open the refurbished and extended Langley Leisure Centre and open a brand new Family Activity Centre in Salt Hill Park.
 - Work to introduce more licenced wedding venues across Slough by seeking licences for Arbour Park and the Baylis House Hotel.

8 **Appendices Attached**

- 'A' - Corporate Performance Report, June 2018
- 'B' - Manifesto Commitments, June 2018

9 **Background Papers**

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

This page is intentionally left blank

Slough Borough Council

Corporate Performance Report

2018/19 – Quarter 1
(April to June 2018)

Strategy and Performance Service

Contents

Introduction	1
Executive summary.....	2
Corporate balanced scorecard	3
Performance indicator key	3
Performance indicator scorecard	4
Corporate balanced scorecard overview.....	5
Progress towards outcome 1 indicators	7
Progress towards outcome 2 indicators	8
Progress towards outcome 3 indicators	9
Progress towards outcome 4 indicators	10
Progress towards outcome 5 indicators	11
Project portfolio	12
Project portfolio overview.....	12
Status of gold projects	13
Key achievements, issues and lessons learnt	14
Manifesto commitments	15
Manifesto commitments overview.....	15
Progress towards manifesto pledges.....	16

Introduction

Slough Borough Council uses a variety of performance indicators and evidence bases to monitor how well our services are performing in meeting the needs of our residents and businesses, and to monitor their efficiency and value for money. This report describes performance during the first quarter of the current year (April to June 2018) against the ambitions set out in Slough's Five Year Plan, and the pledges made in the Labour Party Manifesto.

The report looks first at the 'top line' set of our key performance indicators, which measure performance across a wide range of council activities including: school support, child safeguarding, youth services, adult social care services, public health, leisure services, street cleaning and waste management, crime reduction, communications, housing services, planning department, employment support, and traffic management. Many of these outcomes involve active joint working by the council with its partners, particularly schools, the health service, and the police.

Further information is provided to evidence how well we are progressing against the range of projects currently undertaken and monitored by the Council and the number of pledges we made to deliver within the current performance year. The individual pledges made in the ruling Labour administration's 2018 Manifesto are also explicitly addressed.

Page 15

This report is intended to provide a rounded and easily digested view of the councils overall performance across the totality of our services and across our corporate priority outcomes which are:

1. **Slough children will grow up to be happy, healthy and successful**
2. **Our people will be healthier and manage their own care needs**
3. **Slough will be an attractive place where people choose to live, work and stay**
4. **Our residents will live in good quality homes**
5. **Slough will attract, retain and grow businesses and investment to provide opportunities for our residents**

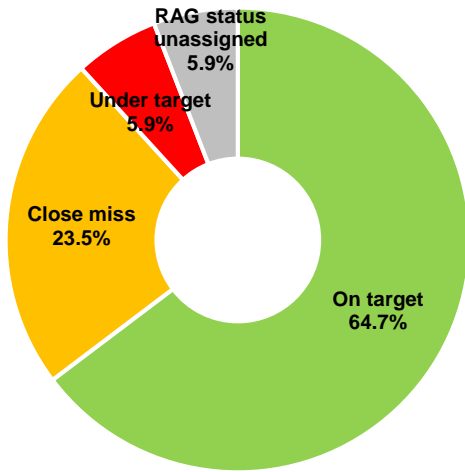
These 5 priority areas are described in the Slough 5 Year Plan:

<http://www.slough.gov.uk/council/strategies-plans-and-policies/five-year-plan.aspx>

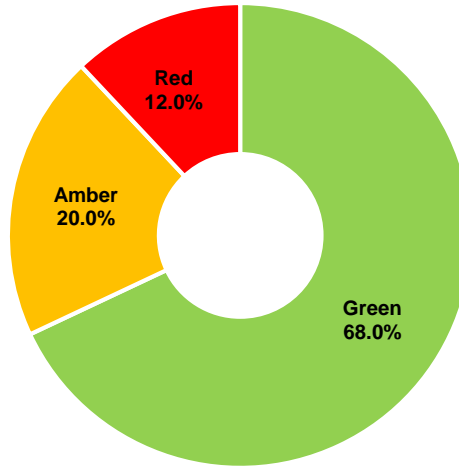
Performance against target (RAG)

The latest position at the end of quarter 1, an overview of the Council's performance was as follows:

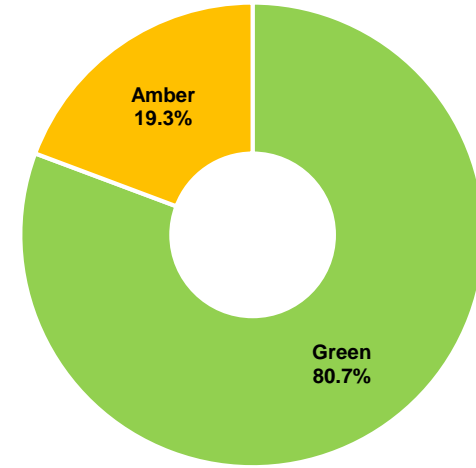
Key Performance Indicators



All Projects: Overall Status

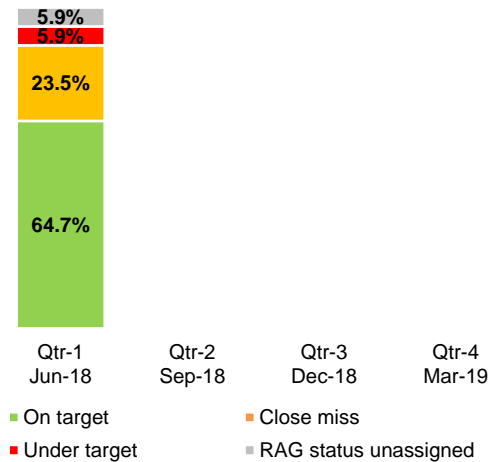


Manifesto Pledges: Overall Status

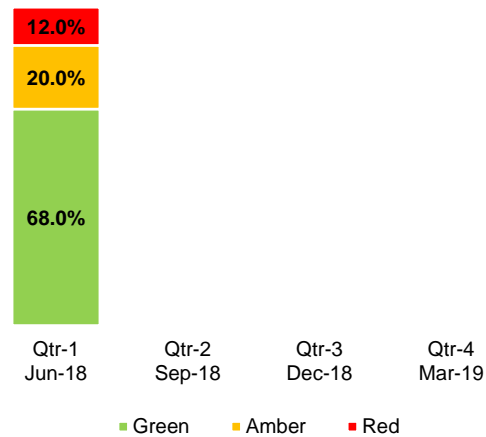


Comparison with previous quarter

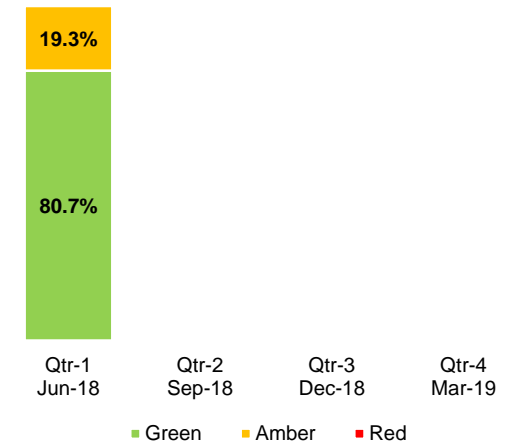
Key Performance Indicators



All Projects: Overall Status



Manifesto Pledges: Overall Status



Please refer to the relevant sections for detailed information on performance indicators (pages 3-11), projects (pages 12-14) and manifesto pledges (pages 15-19)

Performance Indicator Key

Direction of travel

The *direction* of the arrows shows if performance has improved, declined, or been maintained relative to the previous quarter or same period in previous year.

↑	↔	↓
Performance improved	Performance remained the same	Performance declined

For example for overall crime rates where good performance is low:

- A decline in crime rates would have an upwards arrow ↑ as performance has improved in the right direction.
- An increase in crime rates would have a downwards arrow ↓ as performance has declined.

Page 17

Performance against target

The *colour* of the arrow indicates performance against target for each KPI.

Black arrows are used for indicators where performance has changed but no target has been defined.

GREEN	AMBER	RED	GREY
Met or exceeded target	Missed target narrowly	Missed target significantly	No target assigned

Targets and criteria for RAG status are shown for each indicator.

Benchmarking rankings compared to other councils are shown below each chart, where comparisons are available:

Dark Green	Local performance is within the top quartile
Green	Local performance is within the 2nd quartile
Amber	Local performance is within the 3rd quartile
Red	Local performance is within the bottom quartile

Quarter 1: Performance Indicator Scorecard

Slough children will grow up to be happy, healthy and successful

Attainment gap between all children and bottom 20% at Early Years (annual)

 **29.7 %**

Attainment gap between disadvantaged children and all others at Key Stage 2 (annual)

 **20.0 %**


Attainment gap between disadvantaged children and all others at Key Stage 4 (annual)

.. 24.6 %

Percentage of Child Protection Plans started in year that were repeat plans within 2 years (quarterly)

 **6.1 %**

Proportion of young people not in education, training or employment (annual)

 **3.7 %**

Our people will be healthier and manage their own care needs

Number of adults receiving a Direct Payment (quarterly)

 **416**

Uptake of targeted NHS health checks (quarterly)

 **2.6 %**

Number of people inactive (annual)

 **34.8 %**

Our residents will live in good quality homes

Number of homeless households in temporary accommodation (quarterly)

 **464**

Number of permanent dwellings completed during the year (annual)


 **846**

Number of mandatory licensed HMOs (quarterly)

 **81**

Slough will be an attractive place where people choose to live, work and stay

Average level of street cleanliness (quarterly)

 **B (2.41)**

Total crime rate per 1,000 population (quarterly)

 **89.90**

Residents' perception survey (annual)

.. tbc

Slough will attract, retain and grow businesses and investment to provide opportunities

Business rate in year collection rate (quarterly)

 **30.31 %**

Access to employment: unemployment rate (quarterly)

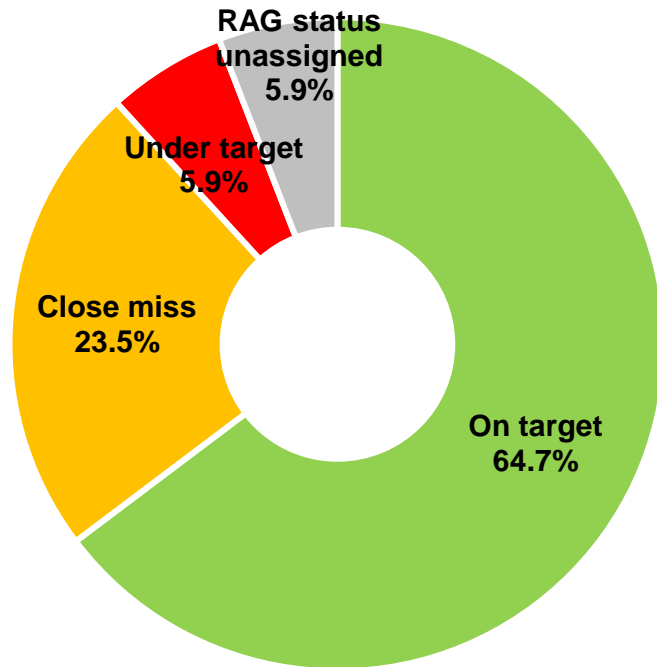
 **1.3 %**

Average journey time from Heart of Slough to M4 Junction 6, morning rush hour (quarterly)

 **7 min 22s**

The latest position of the Council's key performance indicators at the end of quarter 1 was as follows:

Key Performance Indicators



Page 19

Quarter 1 updates are not yet available for the following measures:

- Targeted health checks
- Crime rates

Of the 17 indicators reported, one indicator (residents' perception survey) has no agreed target value. This is a new indicator under outcome 3 which will be conducted in autumn 2018.

For the remaining 16 indicators with agreed target levels, one was rated as significantly under the desired performance level ('Red'), four were rated as 'Amber', signifying a near miss to desired performance level, and eleven were rated 'Green' as achieving or exceeding target performance.

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

Number of homeless households accommodated by SBC in temporary accommodation

The number of households accommodated in temporary accommodation continues to rise. There are an additional 158 households since June 2017. The average monthly increase is 2.95%. If this continues there will be 603 households accommodated at the end of this financial year.

Please refer to the Corporate Balanced Scorecard for further details of the initiatives in place to tackle the homeless households accommodated in temporary accommodation by SBC.

Key areas of performance deterioration are:

Business rate in year collection rate (%)

The RAG status has dropped from 'Green' to 'Amber'. The business collection rate at the end of June 2018 equates to 30.31% which is 0.19% below the profile target of 30.50%. The amount collected of £33.3m is below the amount collected this period last year of £33.7m.

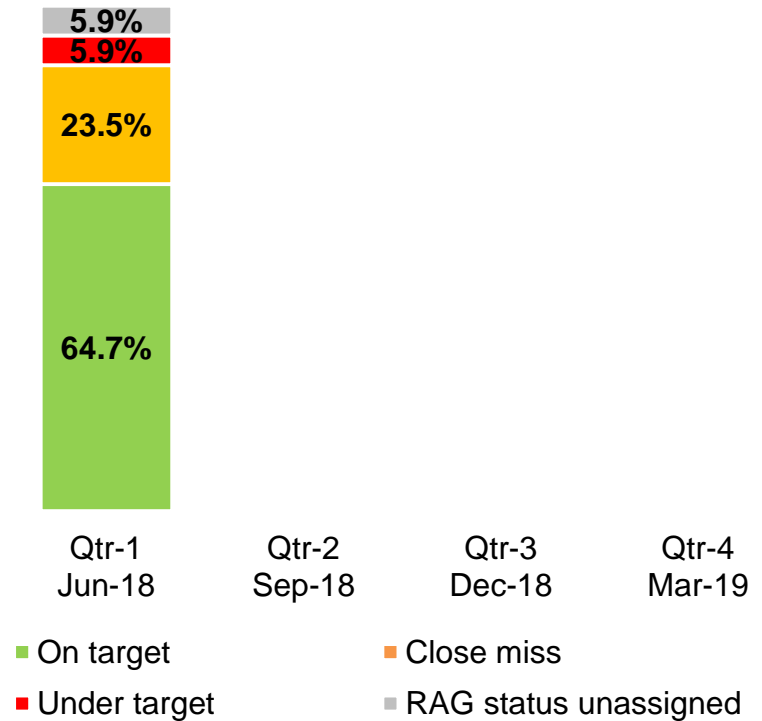
Key areas of performance improvement are:

There were no indicators this period where the RAG status improved in comparison to the previous quarter.

Comparison with previous quarter:

This is the first quarter report to Cabinet reporting on the 2018-19 financial year in respect of the performance position of the Council. Therefore this section will build over time detailing comparison with the previous quarter.

Key Performance Indicators



Outcome 1: Slough children will grow up to be happy, healthy and successful



The percentage attainment gap between all children and bottom 20% at Early Years Foundation Stage **29.7** ↓

Year	2013/14	2014/15	2015/16	2016/17
National	33.9	32.1	31.4	31.7
Slough	33.9	29.9	29.4	29.7
Quartile	3rd	2nd	2nd	2nd

Target RAG Rating	Lower than the national gap	GREEN
	Higher than national but not ranked in the bottom 3rd of LA's	AMBER
	Ranked in the bottom 3rd of LA's	RED

Measured once a year, deriving from teacher assessments. Good performance is a narrowing gap between the most and least successful, but alongside a steady increase in the results obtained by all.

The percentage gap between disadvantaged pupils and all others at Key Stage 2 in Reading, Writing and Maths **20.0** ↓

Year	2015/16	2016/17
National	22.0	20.0
Slough	15.0	20.0
Quartile	1st	2nd

Target RAG Rating	Lower than the national gap	GREEN
	Higher than national gap but not ranked in bottom 3rd of LAs	AMBER
	Ranked in bottom 3rd of LAs	RED

Measured once a year, deriving from end of year exams. Good performance is a narrowing gap between the most and least successful, but alongside a steady increase in the results obtained by all. The gap widened in latest year. Ranked 47th nationally out of 152 LA's.

The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths **24.6**

Year	2016/17
National	25.2
Slough	24.6
Quartile	2nd

Target RAG Rating	Lower than the national gap	GREEN
	Higher than national gap but not ranked in bottom 3rd of LAs	AMBER
	Ranked in bottom 3rd of LAs	RED

Measured once a year, deriving from end of year exams. Good performance is a narrowing gap between the most and least successful, but alongside a steady increase in the results obtained by all. This measure is new for 2016/17, due to a change in national marking criteria. Slough is ranked 62nd nationally out of 152 LA's.

Percentage of Child Protection Plans started in the past year that were repeat plans within 2 years **6.1** ↓

Quarter	Q1	Q2	Q3	Q4	Q1
Slough	0	21.4	0	2.9	6.1

Target RAG Rating	Below 10%	GREEN
	Between 10% and 15%	AMBER
	Above 15%	RED

Child Protection Plans are created for children who have actually experienced, or are at serious risk of, abuse or neglect. Plans are used to reduce and remove the sources of risk, and will end once it is safe to do so. It is unusual, but not always inappropriate, for a child to subsequently require a second intervention of this type.

Young people not in education, employment or training (NEETs) **3.7** ↑

Year	2012/13	2013/14	2014/15	2015/16
National	13.7	13.3	8.4	6.0
Slough	13.7	13.3	8.4	3.7
Quartile	3rd	3rd	2nd	1st

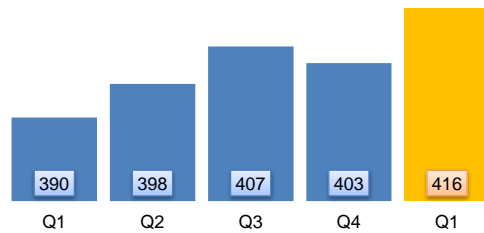
Target RAG Rating	Lower than the national gap	GREEN
	Higher than national gap but not ranked in bottom 3rd of LAs	AMBER
	Ranked in bottom 3rd of LAs	RED

Measured once a year, involving local establishment of school leaver destinations. Slough has improved markedly.



Number of adults managing their care and support via a direct payment

416 ↑



Carers	146	150	160	159	166
Clients	244	248	247	244	250

Target	More than 500 recipients	GREEN
RAG Rating	Between 410 and 500 recipients	AMBER
	Less than 410 recipients	RED

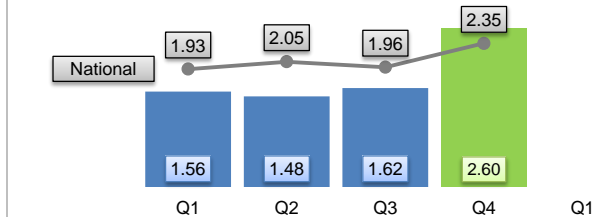
Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

Our primary strategy is to increase the use of Direct Payments by service users and carers, and to use this as the default position when providing services.

We have taken several steps to make DPs easier to manage and use including pre-payment cards, contracting a Personal Assistant Matching and Employment Support service, and reissuing staff guidance. We are specifically targeting Carers who we feel would benefit from a Direct Payment to support them in their caring role.

Uptake of targeted health checks
The percentage of the eligible population aged 40-74 who received a NHS Health Check

2.60 ↑



Slough (cumulative) %	6.48	6.30	6.25	7.26	
Appointments offered	1,109	1,422	2,852	1,376	
Appointments received	558	529	579	932	

Target	More than 1.90%	GREEN
RAG Rating	Between 1.50% and 1.90%	AMBER
	Less than 1.50%	RED

The NHS Health Check is a health check-up for adults aged 40-74, designed to spot early signs of conditions such as stroke, kidney disease, heart disease, type 2 diabetes and dementia, and to offer ways to reduce the risk of developing these conditions.

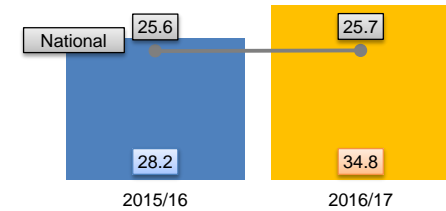
Health Checks are offered by GPs and the local authority, and Slough is seeking to promote a greater engagement amongst residents in taking up this offer.

Health Check rates in Slough have increased due to an additional 1400 appointments offered in Q3, and for the first time exceeds the national rate.

<https://www.nhs.uk/conditions/nhs-health-check/>

Number of people inactive
The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week

34.8 ↓



Number of residents contacted	1,045	974
-------------------------------	-------	-----

Target	Less than 34.4%	GREEN
RAG Rating	Between 34.4% and 34.8%	AMBER
	More than 34.8%	RED

This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England.

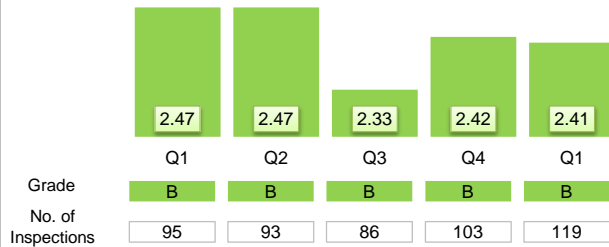
In the latest results, one in three residents locally (34.8%) compared to one in four nationally (25.7%) were reported as not participating in at least 30 mins of sport at moderate intensity at least once a week. With only two full years of data it is too early to meaningfully review trends over time.

Physical inactivity is associated with poor physical and mental health, and the council is working actively to make it easier for residents to benefit from increased participation in sport and exercise, including the provision of significant investment in leisure facilities and open air green gyms, trim trails and multi use games areas ('MUGAs') in our parks.



Level 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)

B (2.41) ↓



Target RAG Rating	Average EPA grade B or above	GREEN
	Average EPA grade B- to C-	AMBER
	Average EPA grade D	RED

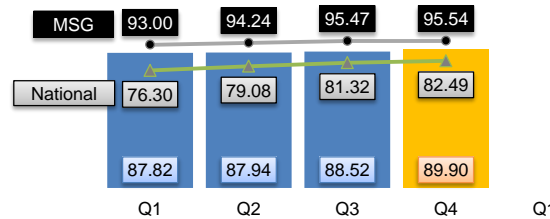
Throughout each quarter, SBC officers conduct inspections of nineteen Gateway sites, and award a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an EPA Grade for that mean average.

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 experienced a very slight decrease in overall average grade due to the accumulation of detritus (leaves and dust) caused by the dry weather, though remained at status 'B'; NONE of the 119 inspections resulted in a grading lower than B-, and 14 revealed no litter, refuse or detritus present at all.

Crime rates per 1,000 population: All crime (cumulative from April)

89.90 ↓



Target RAG Rating	Lower than MSG average AND lower rate of increase over past year	GREEN
	1. Lower than MSG average & higher rate of increase over past year 2. Higher than MSG average & lower rate of increase over past year	AMBER
	Higher than MSG average and higher rate of increase over past year	RED

Measure derives from a validated total count of all police recorded crimes reported in the borough, and represents a total in the past 12 months to date.

Slough rates are compared particularly to a 'Most Similar Group' (MSG) of 15 local authorities, as well as the national position.

Total crime rate increased by 1.6% between December and March, slightly higher than than the national average 1.44% increase.

It is important to note, an increased crime rate may in part reflect improved reporting and/or recording, as well as an actual increase in reported crimes.

Residents' perception survey

Target RAG Rating	TBC	GREEN
	TBC	AMBER
	TBC	RED

New indicator: A large-scale Residents survey will be conducted in autumn 2018, following the same methodology used in a survey conducted in 2008.

The precise nature of questions to be asked, and the selection of one primary response to serve as the key performance indicator here is in the late stages of formal agreement.

Supporting commentary for crime rates per 1,000 population (all crime):

Through partnership actions, we continue to focus on projects to target crimes against the person, which includes 'violence without injury'. In an endeavour to prevent the youth violence witnessed in the summer of 2017, the performance management group, under the direction of the Safer Slough Partnership, have pulled together a summer programme of activities provided by multi-agency partners. September 2018 will see a phased roll out of the Choices Programme across Slough primary schools, aimed at increasing the resilience of primary and secondary age children to risks including CSE and youth violence. In response to the Thames Valley Chief Constable's request for a partnership approach to serious youth violence, the Safer Slough Partnership is developing a strategy built upon recommendations from both the national serious violence strategy, as well as local contextual findings, highlighted in the research carried out by Reach Every Generation, and the Home Office Thames Valley wide, county lines review.

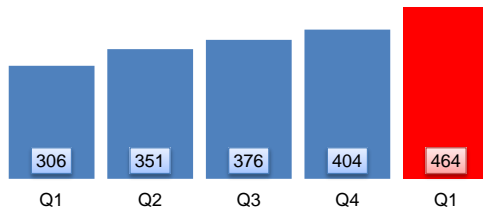
As the town centre grows and develops, the Safer Slough Partnership will continue to monitor data relating to criminal activity, to inform a partnership response to new and ongoing challenges.

Outcome 4: Our residents will live in good quality homes



Number of homeless households accommodated by SBC in temporary accommodation

464 ↓



Target RAG Rating	Less than or equal to 396	GREEN
	Between 397 and 436 households	AMBER
	More than 437 households	RED

Measure is a count of homeless households in temporary accommodation on final day of each quarter.

The number of households accommodated in temporary accommodation continues to rise, with an additional 158 households since June 2017. The average monthly increase is 2.95%. If this continues there will be 603 households accommodated at the end of this financial year.

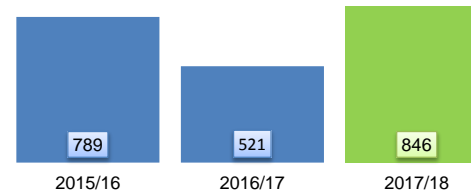
The housing allocations policy was amended in May 2018 to enable more homeless households to be offered a settled home in social housing.

Households that do not qualify for the housing register are offered suitable accommodation in the private rented sector. There is a severe shortage of affordable accommodation and sourcing this can be expensive in terms of paying landlords and agents incentives.

Our subsidiary housing company James Elliman Homes has started offering affordable private rented accommodation to this group and there are several additional homes in the pipeline.

Number of permanent dwellings completed in the borough during the year

846 ↑



Target RAG Rating	550 dwellings or more	GREEN
	Between 495 and 549 dwellings	AMBER
	Under 494 dwellings	RED

Measure is a net count of all new dwellings added to Slough's housing stock each year.

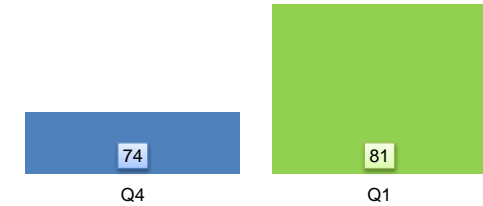
861 new dwellings were built in 2017/18 but 15 were lost through demolitions and changes of use; net completions were therefore 846.

At 31st March 2018, there were 865 new dwellings already under construction. Planning permission was in place for a further 1,140 homes although construction of these had not commenced.

The council and its partners are actively encouraging new home construction at several sites across the borough, as well as a programme of building additional stock ourselves.

Number of licenced mandatory Houses in Multiple Occupation (HMOs)

81 ↑



Target RAG Rating	Within 10% of target: 67 or above	GREEN
	11-15% of target: 64-66	AMBER
	Under 15% of target: Less than or equal to 63	RED

Measure is a count of total licenced HMO properties at end of quarter.

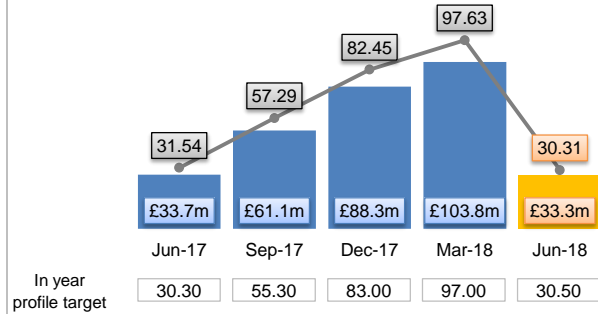
During Quarter 1 the council issued 11 mandatory licences.

We are anticipating a national change in legislation in the autumn that will widen the scope of HMO licencing.



Business rate income
Business rate in year collection
(amount & percentage rate accrued)

£33.3M
30.31% ↓

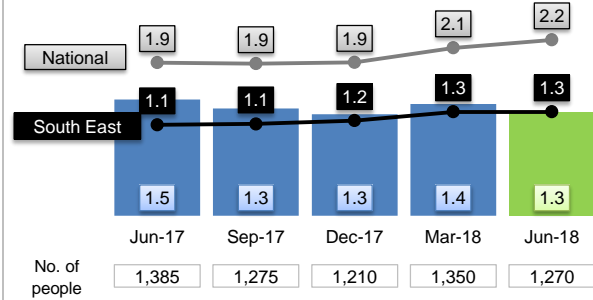


Target RAG Rating	Inline or above the profiled target	GREEN
	Up to 0.5% below the profiled target	AMBER
	More than 0.5% below the profiled target	RED

Business rates are collected throughout the year, hence this is a cumulative measure. By end of first quarter we had collected 30.31% of the expected in-year total, which is 0.19% below the profile target of 30.50% expected at this point. The amount collected of £33.3m is slightly below the amount collected this period last year of £33.7m.

Access to employment
Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal credits

1.3 ↑



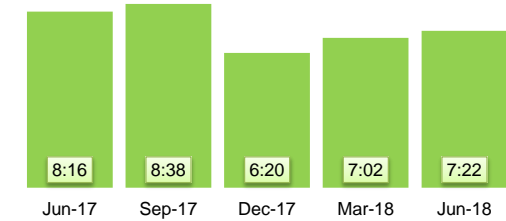
Target RAG Rating	Below the national value and no more than 0.2% above South East value	GREEN
	Below the national value and between 0.3% - 0.5% above South East value	AMBER
	Below the national value and more than 0.5% above South East value	RED

Data is released by Department for Work and Pensions each month. Slough's claimant rate for June 2018 of 1.3% comprises 1,270 people. Local unemployment rate is historically better than nationally but usually lags behind the South East of England.

The Council is carrying out a number of activities to support and provide employment opportunities. These include mapping all current providers of employment services and the creation of a portal based website to ensure easier access to support.

Journey times
Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)

7m 22s ↓



Target RAG Rating	Under 10 mins	GREEN
	Between 10-13 mins	AMBER
	Over 13 mins	RED

The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Jun-18 was 7 min 22 seconds. This is marginally slower than the previous quarter of 7 min 2 seconds, however is quicker than this time last year of 8:16 mins.

The following initiatives are in place to improve the flow of traffic:

- Upgrade of Ledgers Road/A4
- Review and consolidation of signals between Tuns Junction and Ledgers Road.
- Further adjustments to the Copthorne Roundabout to manage congestion in Chalvey.

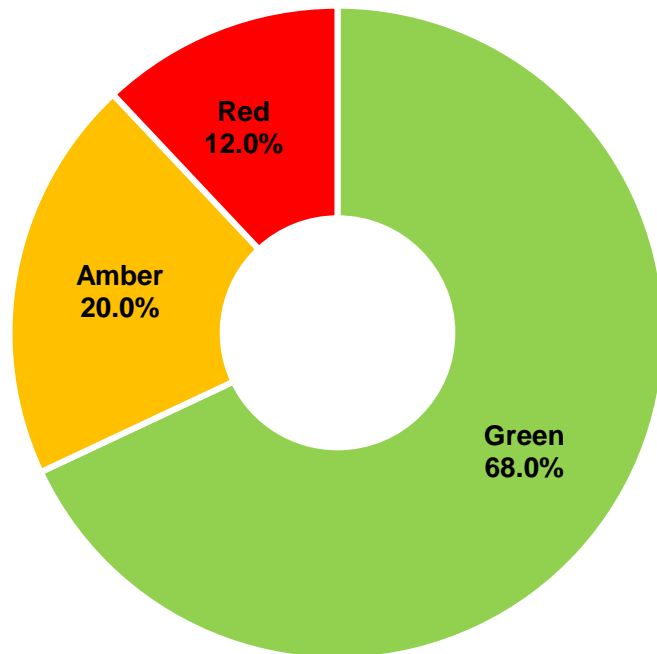
2018/19 Quarter 1: Project Portfolio

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

The council runs a large number of projects throughout the year to deliver against the objectives laid out in our corporate plans. We grade these projects according to magnitude, taking into account a number of conditions including political importance, scale and cost.

The project portfolio has been reviewed and projects have been graded as Gold, Silver and Bronze (instead of Gold, High, Medium and Low). All Directors and Service Leads have been consulted to ensure that the projects on the Portfolio represent key activity at the Council to deliver its strategic objectives including delivery of the Five Year plan.

All Projects: Overall Status



At the end of Quarter 1 there were 25 live projects on the portfolio, graded as follows:

	Gold	Silver	Bronze	Total
Qtr-1	6	12	7	25

Each project reports monthly on progress towards target deliverables, and a summary RAG judgement of status is provided for each to describe compliance with project timescale, budget, and any risks and issues, as well as an 'overall' RAG status.

Across all projects on the portfolio, 68% were rated overall as **Green** (17 projects), 20% were rated overall as **Amber** (5 projects) and 12% were rated overall as **Red** (3 projects).

The 3 projects rated overall as **Red** were:

- Grove Academy
- Haybrook College
- Slough Half Marathon

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.

Further details on the status of Gold projects (the most important ones) at end of Quarter 1 are set out below.

Arrows demonstrate whether the status is the same (↔), has improved (↑) or worsened (↓) since the previous highlight report:

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Grove Academy	Amber ↔	Green ↔	Red ↔	Red ↔	Delay due to Education Skills Funding (ESFA) Agency preferred contractor withdrawing from the project and a new contractor to be procured. ESFA's retendering process for the building contractor started with the Bidder's Day in June
Haybrook College	Amber ↓	Red ↔	Amber ↓	Red ↔	The Haybrook College Project continues to report budgets are considerably higher than original feasibility study cost proposals. An independent Quantity Surveyor has been appointed to check the project's cost plan.
Leisure Capital Programme	Green ↔	Green ↔	Green ↔	Green ↔	Practical completion on the Salt Hill Activity Centre and handover was completed 29th May 2018. The centre opened to the public on Monday 11 th June 2018.
Housing Strategy – Homelessness Reduction	Green ↔	Green ↔	Amber ↔	Green ↑	Homelessness Prevention Strategy drafted
Highways and Transport Programme	Green ↔	Green ↑	Green ↑	Green ↑	Works are continuing on major schemes, Burnham station, A4 Cycle Route junctions, Langley Station and Windsor road widening. LED lighting programme is continuing without delay in parks and Housing land.
Building Compliance	Green ↔	Green ↑	Green ↑	Green ↑	An increase in project funding has been approved to address the gaps in the original scope of the compliance review.

Page 27

Background Papers:

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

Key achievements this quarter:

Project closure

General Data Protection Regulation

The project has successfully gone live; all staff have undertaken mandatory e-learning training. The project continues to ensure the council meets legislative requirements.

Project achievements

Salt Hill Activity Centre

Practical completion on the Salt Hill Activity Centre and handover was completed 29th May 2018. The centre opened to the public on Monday 11th June 2018.

Key issues to be aware of:

Timescale

Grove Academy

Due to Education Skills Funding Agency (ESFA) preferred contractor withdrawing from the project and a new contractor to be procured. ESFA's retendering process for the building contractor started with the Bidders' Day in June.

Costs

Haybrook College Expansion

The Haybrook College Project continues to report budgets are considerably higher than original feasibility study cost proposals. An independent Quality Surveyor has been appointed to check the project's cost plan.

Timeline and budget

Slough Half Marathon

The route was not finalised so this impacted on the completion of the event management plan. Also there was an increase in traffic management costs.

Key lessons from projects reviewed this quarter:

The council's Programme Management Office (PMO) routinely carries out 'End Project', 'Lessons Learned' and 'Benefits' reviews for key projects. This learning has been helpful to project managers implementing projects of a similar nature.

In the last quarter, the PMO undertook reviews for three projects and the 'Lessons Learned' includes:

IT Programme

- IT implementations of new infrastructure are lengthy and complex, and this needs to be factored into planning.

Penn Wood (Phases 2 and 3)

- Delegating school expansion projects to the school can be very successful and should be considered as a solution.

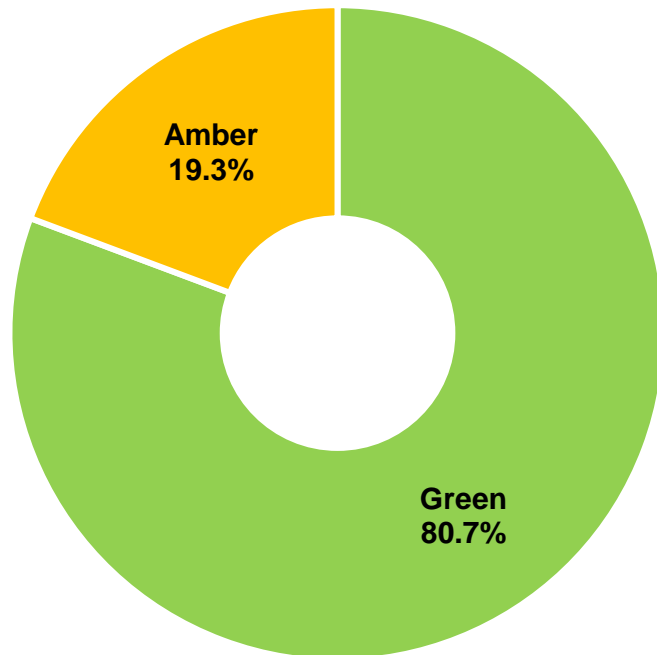
Arbour Park

- Income generation and building management actions should be identified at project planning stage
- Strong partnership working with SUR was evidenced by a good site manager and the project being delivered within tight timescales,
- Use of Project Management best practice with clear goals leads to the achievement of positive outcomes.
- Engagement with key stakeholders with communication tailored to the audience is recommended.
- Project interdependencies need to be fully understood. Risks that may affect timescales and scope need to be managed.

This learning has been helpful to project managers implementing projects of a similar nature.

The final section of the report provides a summary of progress against the Manifesto pledges made in advance of the Slough local elections, May 2018. Position stated is as at the end of Quarter 1 i.e. 30th June 2018.

Manifesto Pledges: Overall Status



There are 57 Manifesto pledges across the key areas.

At the end of quarter 1, 80.7% (46 pledges) were rated overall as **Green** as achieving or on schedule and 19.3% (11 pledges) were rated overall as **Amber**, signifying as working towards. None of the pledges were rated overall as **Red**.

Key achievements this quarter:

The following Manifesto pledges were reported as delivered this quarter:

- Open the refurbished and extended Langley Leisure Centre and open a brand new Family Activity Centre in Salt Hill Park.
- Work to introduce more licenced wedding venues across Slough by seeking licences for Arbour Park and the Baylis House Hotel.

Key issues to be aware of:

None of the Manifesto pledges were rated overall as **Red** this quarter.

The table beneath summarises progress against the Manifesto pledges made in advance of the Slough local elections, May 2018. Position stated is as at the end of Quarter 1 i.e. 30th June 2018.

Further details on the actions taken can be found in the Appendix.

HOUSING AND REGENERATION

Manifesto Pledge	Date for Delivery	RAG
Working with partners, start construction of 150 new social and affordable homes this year.	March 2022	GREEN
Replace every property lost in the past 12 months through Right-to-Buy with a new social home	March 2019	AMBER
Invest £18 million in buying homes to increase the supply of genuinely affordable housing for Slough families	March 2019	GREEN
Make £17 million in improvements to our existing council stock - fitting homes with new kitchens, bathrooms and more energy-efficient boilers	March 2020	AMBER
Bring forward plans to regenerate the Canal Basin and TVU site with enhanced open space, and new homes, retail and community facilities		AMBER
Deliver the next steps of the Chalvey regeneration by transforming the site currently occupied by Tower and Ashbourne Houses; providing new high-quality social homes	March 2021	GREEN

Page 30

THE ENVIRONMENT AND NEIGHBOURHOODS

Manifesto Pledge	Date for Delivery	RAG
Ensure all Slough's neighbourhoods reach the standard of the best	Ongoing	GREEN
Install measures to protect green verges from over-parking	Winter 2018/19	GREEN
Step up parking regulation; introducing the next stages of our pavement-parking scheme	Winter 2018/19	GREEN
Protect our residents from poor air quality by planning and preparing the launch of a Clean Air Zone across our worst-polluted areas	Winter 2019 (feasibility) Summer 2021 (implementation)	GREEN
Continue our alley-gating programme to help tackle anti-social behaviour	Ongoing	GREEN
Take action against fly-tipping by seeking prosecutions against serious and prolific offenders	Ongoing	GREEN
Use our new in-house waste service to keep our streets cleaner; roll out more bins across Slough; and reduce charges for bulky waste collection	Ongoing	GREEN
Spread the benefit of regeneration from central Slough to local neighbourhoods	December 2019	AMBER

PARKING AND TRANSPORT

Manifesto Pledge	Date for Delivery	RAG
Deliver a new frequent, rapid "SMaRT" bus service along the A4	Autumn 2018	GREEN
Increase the number of cycle hire points, putting them where people want them; plus improve and expand walking routes across Slough	Summer 2018	GREEN

Improve our bus network by working with new partners to deliver better buses, reduced fares and a more accessible bus network	Winter 2018	AMBER
Increase the number of electric and hybrid vehicles in Slough by offering benefits to residents who switch from diesel and petrol	Summer 2019 (1st phase)	GREEN
Keep our highways and pavements to a good standard, and continue taking action to fill potholes more quickly than surrounding boroughs	Winter 2018/19	GREEN
Invest over £2 million in our highway network; resurfacing roads and footpaths, improving pavements and landscaping the environment	Autumn 2018	GREEN
Run a competition with industry and local business to find innovative ways to help people move around the Borough quicker and more cheaply		GREEN

COMMUNITY FACILITIES AND CUSTOMER CARE

Manifesto Pledge	Date for Delivery	RAG
Plan and prepare designs to transform Cippenham Community Centre into a multi-use hub; with a new extension plus more services and facilities		AMBER
Re-provide a new and improved Community Hub in Chalvey, as part of the enabling works for a brand new school in Chalvey		GREEN
Relocate Slough Council's Headquarters to a site within the town centre, to support the regeneration of Slough High Street		GREEN
Continue the improvement of Slough Cemetery and Crematorium, with a £300,000 investment in on-site facilities	End of 2021	GREEN
Make significant improvement to digital services, and make it easier for the Borough's residents to access Council services online		GREEN
Improve and expand online payments, making it easier for residents to transact with the Council, and working to 'get the right solution first time		GREEN

LEISURE AND OPEN SPACES

Manifesto Pledge	Date for Delivery	RAG
Open the refurbished and extended Langley Leisure Centre and open a brand new Family Activity Centre in Salt Hill Park	COMPLETED	GREEN
Increase free sports facilities in our parks and install more green gyms	Ongoing	GREEN
Bring back the Slough Half Marathon and 5k Family Fun Run	October 2018	GREEN
Work to introduce more licenced wedding venues across Slough by seeking licences for Arbour Park and the Baylis House Hotel	COMPLETED	GREEN
Continue to provide flagship parks, allotments and public spaces; to help people manage their own health and wellbeing	Ongoing	GREEN
Plant 1 million bulbs and 200 trees across Slough, with the support of community groups	Ongoing, spring 2019	GREEN
Complete the construction of Slough's new main Leisure Centre building on Farnham Road, ready for opening in Spring 2019	Spring 2019	GREEN

OPPORTUNITY AND THE LOCAL ECONOMY

Manifesto Pledge	Date for Delivery	RAG
Introduce a 'Slough Card' to give Slough residents priority and cheaper access to our services and facilities	Spring 2019	AMBER

Work with employers to expand apprenticeships for local young people	September 2018 and ongoing	GREEN
Support businesses to start, grow and locate in Slough	September 2018 and ongoing	GREEN
Continue to support the expansion of Heathrow; working with Heathrow Airport and local business to maximise the training, employment and travel opportunities available to local people	Ongoing: Colnbrook and Poyle Masterplan 'Dec 18	GREEN
Ensure that Slough benefits from Crossrail and Heathrow's expansion; with new hotel and event facilities, and investment in our transport infrastructure	Summer 2018 onwards	GREEN

HEALTH AND SOCIAL CARE

Manifesto Pledge	Date for Delivery	RAG
Work with partners to increase the availability of health checks	March 2019	GREEN
Construct new specialist housing for residents with learning disabilities on the former Rochfords Hostel site		GREEN
Work with schools to ensure all children can access mental health services	September 2019	GREEN
Make the Council an exemplar for Slough, by working to become a disability friendly and Stonewall-accredited organisation	March 2020	GREEN
Increase the number of people managing their own care and support via direct payment	Ongoing	AMBER
Increase the number of local people supported by the community and voluntary sector	Ongoing	GREEN
Work with the NHS to try and co-locate more local health services within our neighbourhood-based hubs and other multi-use public buildings		GREEN

Page 32

SLOUGH HIGH STREET AND THE TOWN CENTRE

Manifesto Pledge	Date for Delivery	RAG
Carry out a town survey to gather residents' views on how best to improve the High Street	Autumn 2018	GREEN
Improve the immediate offer in the High Street, with street markets and community events - while longer-term major regeneration is prepared	September 2018 and ongoing	GREEN
Create a fit for purpose town centre; delivering the homes our residents need, and the quality jobs to match the ambitions of our young people	Phased stages, July 2018 onwards	GREEN
Seek 'Purple Flag' accreditation for the town centre - having worked to ensure that it is able to 'provide an entertaining, diverse, safe and enjoyable night out'	Phased stages, July 2018 October 2018 October 2019	GREEN

CHILDREN AND YOUNG PEOPLE

Manifesto Pledge	Date for Delivery	RAG
Invest over £40 million to expand and improve local schools; delivering adequate places, better sports provision and facilities	By March 2021	GREEN

for Slough children		
Give all school-starters a free book and library card, to help improve literacy		AMBER
Work to bring a higher education facility back to Slough	Ongoing	GREEN
Increase post-16 skills and job training for young people with disabilities and special educational needs		AMBER
Support the great work of Slough's Youth Parliament and champion the needs of Slough's Young People	Ongoing	GREEN
Create at least 400 new early years places across the Borough	By March 2023	AMBER
Keep open all our Borough's Children Centres	Ongoing	GREEN

This page is intentionally left blank

Manifesto commitments

HOUSING AND REGENERATION

Manifesto Pledge	Date for Delivery	Actions taken	RAG
Working with partners, start construction of 150 new social and affordable homes this year.	March 2019	<p>The Council is working with Slough Urban Renewal ('SUR'), registered housing providers and private developers to identify sites and other opportunities to start construction of 150 new homes before end of March 2019. The projections are; 43 new build affordable housing completions in Slough (32 for rent and 10 for shared ownership).</p> <p>This includes the 6 new build James Elliman (JE) s106 purchases. Please note this does not include ex-RTB buybacks or JE second-hand acquisitions. 188 affordable housing 'Starts' are possible however this is a very cautionary figure. All the listed sites have Planning consent and developers have indicated they wish to commence construction, however there are many constraints beyond the council's control which could lead to delays or mothballing of any site on the list.</p>	GREEN
	March 2022	Identified 511 new dwellings for development on former garage sites to be delivered over next 3 year period. Preplanning application for Weekes Drive is intended to be submitted by the 6 th Sept alongside planning applications for Quantocks and Broome garage sites with the remainder for the 22 perspective new build sites to be presented to planning by Jan-19.	
Replace every property lost in the past 12 months through Right-to-Buy with a new social home	March 2019	<p>In addition to the work to build new homes, the council will also continue with its policy of buying back properties from leaseholders. We have a target of 12 buybacks this year.</p> <p>There were 9 RTB sales in Q1 and no new council build completions. There are 16 homes in phase 2 of the councils small sites programme due to complete in Q2/Q3. No buybacks completed in Q1.</p>	AMBER
Invest £18 million in buying homes to increase the supply of genuinely affordable housing for Slough families	March 2019	To date, James Elliman Homes have 67 properties earmarked to be bought. 10 of these are for temporary accommodation.	GREEN

Make £17 million in improvements to our existing council stock - fitting homes with new kitchens, bathrooms and more energy-efficient boilers	March 2019 £17m investment	<p>The council has a planned 5-year programme of works to make improvements to existing council homes.</p> <p>Programme to complete in March 2019. The intended programme includes replacement of 116 energy efficient boilers, 98 new bathrooms, 59 new kitchens, 325 individual entrance doors, 44 properties having new energy efficient double glazed windows, 87 of the pre 1940s houses having new roofs including enhanced insulation.</p> <p>£699,401 spent on this during Quarter 1 (2.5% of total pledge).</p>	AMBER
	March 2020 FRA & compliance	Caution must be added due to £17m investment due to significant compliance related work which requires refocusing the investment to meet regulatory requirements for issues such as Fire Risk Assessments (FRA's).	
Bring forward plans to regenerate the Canal Basin and TVU site with enhanced open space, and new homes, retail and community facilities		<p>Slough Urban Renewal are proposing a residential development of around 240 new homes, situated adjacent to the Slough Canal Basin, to be delivered jointly by SUR and a specialist waterside developer, Waterside Places. Plans for the proposal are 6 month behind the last reported schedule. The updated programme now assumes that the planning application will be submitted by June 2019, with construction anticipated to commence around the end of 2019.</p> <p>The new homes will be of mixed tenure and set within large areas of open space, with walkways from the development to the canal incorporated throughout, encouraging active use of the water, and the broader area will be enhanced with large areas of public realm.</p>	AMBER
Deliver the next steps of the Chalvey regeneration by transforming the site currently occupied by Tower and Ashbourne Houses; providing new high-quality social homes	March 2021	<p>The council's vision for the site currently occupied by Tower and Ashbourne Houses assumes the demolition of the two towers and redevelopment of the site to provide 195 homes in total, with no net loss of social rented homes. The redevelopment therefore proposes 104 homes for social rent and 91 homes as intermediate tenures.</p> <p>During Quarter 1 we appointed Savills as project managers on behalf of the council, and HTA architects were appointed to take forward the feasibility studies and design proposals in preparation for planning application. Key surveys and public consultations will be completed in future quarters, and a planning application is intended to be submitted in December 2018.</p>	GREEN

THE ENVIRONMENT AND NEIGHBOURHOODS

Manifesto Pledge	Date for Delivery	Actions taken	RAG
Ensure all Slough's neighbourhoods reach the standard of the best	Sept-18 FRA's Dec-19 FRA works Phased between 2019-2023 Garage programme	The council has embarked on a 5 year programme to improve neighbourhoods across the borough; this will include external and internal works and modifications to the estate environments of all neighbourhoods based upon the stock condition survey data. Specific projects in the pipeline include the refurbishment of Broom and Poplar Houses, Fire Risk assessments undertaken to all flatted blocks to identify risks and works, demolition of redundant garage sites and prospective reuse, e.g. for building homes. Redevelopment and modular homes. De-designated housing sites FRA works and communal improvements.	GREEN
Install measures to protect green verges from over-parking	Winter 2018/19	CIF projects underway to introduce more parking bays and more verge protection measures.	GREEN
Step up parking regulation; introducing the next stages of our pavement-parking scheme	Winter 2018/19	Collating list of worst affected streets in the borough from ward members. Scheme feasibility in progress.	GREEN
Protect our residents from poor air quality by planning and preparing the launch of a Clean Air Zone across our worst-polluted areas	Winter 2019 (feasibility) Summer 2021 (implementation)	This manifesto pledge is a long-term project. The Draft "Low Emission Strategy" is in the process of being finalised, following public consultation earlier in the year. Due to go to Cabinet and Council in September. A feasibility assessment for a Clean Air Zone will be undertaken in Winter 2019, with implementation from summer 2021.	GREEN
Continue our alley-gating programme to help tackle anti-social behaviour	Ongoing	The council will continue to work with our community to tackle anti-social behaviour, including installing gates, railings and fencing where this is required. The programme will be reviewed annually and budget forecast submitted for approval.	GREEN

<p>Take action against fly-tipping by seeking prosecutions against serious and prolific offenders</p>	<p>Ongoing</p>	<p>Fly-tipping is the illegal dumping of waste on land that doesn't have a licence to receive it. Waste can only be deposited at officially authorised sites.</p> <p>During Quarter 1, proposals were made that the council charges for Bulk Waste Collection be reduced in an attempt to bypass illegal fly tipping, with proposals that the charge policy and impact then be reviewed closely throughout the year.</p> <p>The council will investigate all instances of fly-tipping and attempt to identify those responsible, and will seek prosecutions.</p>	<p>GREEN</p>
<p>Use our new in-house waste service to keep our streets cleaner; roll out more bins across Slough; and reduce charges for bulky waste collection</p>	<p>Ongoing</p>	<p>New and additional bins are being placed on request. Proposal for reducing Bulk Waste Charges has been made to Neighbourhoods and Community Services Scrutiny Panel.</p> <p>The cost for Bulk Waste Collection has now reduced to £5 per item. Previously it was £30.75 for up to 5 items and £30.75 for every 5 items increment after that. In addition payment for these collections have been made easier as we now accept credit card payments over the phone which saves residents having to come to the Chalvey office to pay by either cash or cheque.</p> <p>Gateway site inspections assure us that streets are generally maintained to a high standard of cleanliness.</p>	<p>GREEN</p>
<p>Spread the benefit of regeneration from central Slough to local neighbourhoods</p>	<p>December 2019</p>	<p>The council is developing proposals for a number of housing-led sites throughout the borough, including General Fund and Housing Revenue Account sites. Options appraisal is intended to be completed and will outline the potential for remodelling estates and recommendations provided for consultation.</p>	<p>AMBER</p>

PARKING AND TRANSPORT

Manifesto Pledge	Date for Delivery	Actions taken	RAG
Deliver a new frequent, rapid "SMaRT" bus service along the A4	Autumn 2018	<p>The A4 Slough Mass Rapid Transit ('SMaRT') scheme is a programme of works to improve the A4 public transport corridor to enable dedicated bus lanes along its length.</p> <p>Highway construction works for Phase 1 (Slough Trading Estate to Slough Railway station) have been completed. The A4 has been widened at key points, and service roads utilised as bus lanes, to provide a bus service that is quicker, more frequent and more reliable.</p> <p>Through reducing congestion, the scheme also aims to improve the daily journeys of the 20,000+ vehicles that use this stretch of road.</p> <p>The council now aims to introduce an electric bus route on the A4 Slough Mass Rapid Transit ('SMaRT') dedicated bus lane, and has partnered with Thames Valley Buses to trial the first fully electric bus.</p> <p>The state-of-the-art electric bus has been operating from the Slough depot along the Green Line 703 service. An initial service for businesses will start in early summer, with a full public service commencing in late autumn 2018. http://www.slough.gov.uk/parking-travel-and-roads/slough-mass-rapid-transit-smart.aspx</p>	GREEN
Increase the number of cycle hire points, putting them where people want them; plus improve and expand walking routes across Slough	Summer 2018	<p>Slough currently has 11 docking stations, 172 docking points, 51 bicycles and 80 secure parking spaces for bikes in the Cycle Hub.</p> <p>In Quarter 1, the Cycle Hire scheme was used 699 times. For more details on the scheme please visit https://www.cycleslough.com/</p>	GREEN

Improve our bus network by working with new partners to deliver better buses, reduced fares and a more accessible bus network	Winter 2018	Thames Valley Buses are now located in Slough serving services 4, 5 and 6. Procurement to start in October for new tendered services to Heathrow.	AMBER
Increase the number of electric and hybrid vehicles in Slough by offering benefits to residents who switch from diesel and petrol	Summer 2019 (1st phase)	Procurement for EV/ULEV car club partner complete by end of 2018 with phase 1 of EV/ULEV car club set up by summer 2019. Slough council provides free electricity and parking at 5 charging points in Slough. http://www.slough.gov.uk/parking-travel-and-roads/electric-cars.aspx	GREEN
Keep our highways and pavements to a good standard, and continue taking action to fill potholes more quickly than surrounding boroughs	Winter 2018/19	Additional funding for pothole repairs underway.	GREEN
Invest over £2 million in our highway network; resurfacing roads and footpaths, improving pavements and landscaping the environment	Autumn 2018	The council completed a consultation on the resurfacing programme for footways and carriageways earlier in the year, to inform a programme of planned works for the current year and beyond. Work on this rolling programme started in late May/early June. Carriage programme completed	GREEN
Run a competition with industry and local business to find innovative ways to help people move around the Borough quicker and more cheaply		Introduction of a commuter challenge and the introduction of a car sharing scheme via an App.	GREEN

COMMUNITY FACILITIES AND CUSTOMER CARE


Manifesto Pledge	Date for Delivery	Actions taken	RAG
Plan and prepare designs to transform Cippenham Community Centre into a multi-use hub; with a new extension plus more services and facilities		Feasibility assessment and projected costs are currently being worked on. Initial feasibility findings to be fed back to leader week 20th August 2018	AMBER
Re-provide a new and improved Community Hub in Chalvey, as part of the enabling works for a brand new school in Chalvey		The ESFA is assessing the 2 bids and will appoint the contractor (either Wates or BAM) on the 24th August. The design of the hub will be agreed through a set of Client Engagement Meetings (CEMs) workshops in September.	GREEN

Relocate Slough Council's Headquarters to a site within the town centre, to support the regeneration of Slough High Street		Purchase completed. Planning now underway to deliver the HQ relocation. Reporting to Cabinet in October with progress updates.	GREEN
Continue the improvement of Slough Cemetery and Crematorium, with a £300,000 investment in on-site facilities	May 2019 End of 2021	The council is developing businesses cases for transformation. Plans for new landscaping at entrance to Crematorium are in detail. The first phase contract for the extension of the cemetery project to provide a new burial area and Gardens of Remembrance is due to be completed by May 2019 with the second phase in May 2020. Open day for Members at Crematorium will be in the Autumn 2018. Proposals underway for new café and flower shop to be built at the crematorium during 2020/2021.	GREEN
Make significant improvement to digital services, and make it easier for the Borough's residents to access Council services online		Implementation of online Adult Social Care portal for residents and carers. Self-Service portal for benefits and financial assessments. The Housing Benefits Self Service portal has been in place for some time now. Financial Assessments and Benefits (FAB) will be implemented once the ASC portal goes live. A Technology stack to support the implementation of Customer Strategy will be considered as part of the Customer Strategy Development. Migration plan is now in place which will assist in the implementation of the ASC Portal. Solution requires the new infrastructure to support so will be post server moves.	GREEN

<p>Improve and expand online payments, making it easier for residents to transact with the Council, and working to 'get the right solution first time</p>		<p>Council Tax, Business rates, housing rents, rechargeable repairs, support payments, invoices, housing benefits, venue and pitch hire fees can all be paid online at https://www.civicaepay.co.uk/Slough/Webpay_Public/Webpay/Default.aspx</p> <p>Four service areas are in the process of moving to online payments, and a further programme of online payment expansion will be developed as part of the Customer Strategy Delivery plan.</p> <p>Food safety payments and library payments are now available online. Chip & Pins devices installed in 4 main children centres and devices due to be installed in the library branches in August. Testing is still ongoing for online school attendance payments with go live scheduled in September.</p>	<p>GREEN</p>
---	--	--	--------------

LEISURE AND OPEN SPACES

<p>Page 42</p> <p>Manifesto Pledge</p>	<p>Date for Delivery</p>	<p>Actions taken</p>	<p>RAG</p>
<p>Open the refurbished and extended Langley Leisure Centre and open a brand new Family Activity Centre in Salt Hill Park</p>	<p>Autumn 2018 & June 2018</p>	<p>Manifesto Pledge has been met. The new Family Activity Centre was opened during Quarter 1, and the refurbished Langley Leisure Centre opened early in Quarter 2.</p> <p>http://www.slough.gov.uk/leisure-parks-and-events/leisure-centres.aspx</p>	<p>✓</p>

Increase free sports facilities in our parks and install more green gyms	Ongoing	<p>Slough now has 16 Green Gyms installed in parks across the borough (the latest opened in July). The council also provides and maintains 2 basketball courts, a bowling green, 5 Multi Use Games Areas ('MUGAs'), 4 skateboard parks, 3 tennis courts, 2 Trim Trails, cricket nets and football pitches.</p> <p>Quarter 1 saw the opening of Manor Park's newly installed MUGA and cricket nets.</p> <p>http://www.slough.gov.uk/leisure-parks-and-events/outdoor-gym-locations.aspx</p> <p>£150k funding secured from capital board and this added to CIF commitments will ensure roll out of next set of green gyms. However a full impact assessment will be undertaken prior to any additional commitments post these.</p>	GREEN
Bring back the Slough Half Marathon and 5k Family Fun Run	October 2018	<p>Planning is well underway for the Slough Half Marathon and 5K Family Fun Run. The events are scheduled to take place on Sunday 14 October. 460 runners have already signed up to the Half Marathon and we project being close to 600 by the time the half marathon takes place. We are now finalising all the details in terms of route sign off, traffic management, usage of volunteers etc.</p> <p>Members have agreed that the race will likely need to be run for three years before we are likely to reach a break-even position.</p> <p>http://www.slough.gov.uk/leisure-parks-and-events/slough-half-marathon.aspx</p>	GREEN
Work to introduce more licenced wedding venues across Slough by seeking licences for Arbour Park and the Baylis House Hotel		<p>Manifesto Pledge has been met, with both Arbour Park and Baylis House now licensed as "approved venues" for marriages and civil partnerships.</p> <p>Slough now has five approved venues: Arbour Park, The Venue (in The Curve), Baylis House Hotel, Heathrow and Windsor Marriott Hotel, and Hilton London Heathrow Airport Terminal Five.</p> <p>http://www.slough.gov.uk/births-marriage-deaths/weddings-at-approved-venues.aspx</p>	

Continue to provide flagship parks, allotments and public spaces; to help people manage their own health and wellbeing	Ongoing	The council manages more than 254 hectares of public parks, open green space and play areas, and more than 900 allotment plots on 12 sites throughout the borough. Three of our parks meet the international standard of quality for parks and green spaces, and have been recognised again in July 2018 with Green Flag awards. New refurbished raised beds were installed at Cherry Orchard allotments site in May, to help mobility-restricted plot holders grow their own produce	GREEN
Plant 1 million bulbs and 200 trees across Slough, with the support of community groups	Spring 2019 and ongoing	The parks service work with a range of community groups to engage local residents in the design and maintenance of their parks. We have planted 600 thousand bulbs so far this year with the 450 thousand more being planted in the autumn and the 200 trees in the winter tree planting season.	GREEN
Complete the construction of Slough's new main Leisure Centre building on Farnham Road, ready for opening in Spring 2019	Spring 2019	Construction work on the new main Leisure Centre is well underway and on track, with an expected opening in early 2019. http://www.slough.gov.uk/business/regenerating-slough/the-centre.aspx	GREEN

OPPORTUNITY AND THE LOCAL ECONOMY

Manifesto Pledge	Date for Delivery	Actions taken	RAG
Introduce a 'Slough Card' to give Slough residents priority and cheaper access to our services and facilities	Spring 2019	This quarter has seen initial work to scope opportunities and the current market with a view to finalising an agreed brief. Meeting with the Technology Board arranged for the 12 th September.	AMBER
Work with employers to expand apprenticeships for local young people	September 2018 and ongoing	The council is reviewing its existing apprenticeship and employment offer to ensure it is an appropriate fit with the needs of our young people, and scoping a needs assessment.	GREEN
Support businesses to start, grow and locate in Slough	September 2018 and ongoing	The council is working with various providers exploring options to support businesses.	GREEN

Continue to support the expansion of Heathrow; working with Heathrow Airport and local business to maximise the training, employment and travel opportunities available to local people	Ongoing: Colnbrook and Poyle Masterplan Dec 18	A third runway at London's Heathrow airport is now the government's official policy and plan after parliament approved the National Aviation Policy Statement (NPS) on 25 June giving the go-ahead for Heathrow's expansion. The council will continue to work with Heathrow Strategic Planning Group ('HSPG'), and support expansion, plan to optimise benefits, and mitigate for negative impacts of expanded Heathrow in a review of the Slough Local Plan. Working group meetings are being set up with Heathrow Airport to look at collaborative schemes. The council will develop a strategy that sets out how Slough shares the benefits of an expanded Heathrow.	GREEN
Ensure that Slough benefits from Crossrail and Heathrow's expansion; with new hotel and event facilities, and investment in our transport infrastructure	Summer 2018 onwards	The council has been working in collaboration with partners to deliver station access improvements at Burnham and Langley in preparation for Crossrail in 2019. Burnham Station LEP project now substantially complete with new car park facility opened in June.	GREEN

HEALTH AND SOCIAL CARE

Manifesto Pledge	Date for Delivery	Actions taken	RAG
Work with partners to increase the availability of health checks	December 2018 onwards March 2019	We are planning to make increasing use of a range of front-line workers trained in MECC (Making Every Contact Count) to raise awareness of and to better promote the uptake of NHS health checks across the community. We are working with GP partners to change contracts to broaden geographical spread of NHS HCs available in GP practices.	GREEN
Construct new specialist housing for residents with learning disabilities on the former Rochfords Hostel site		It was not possible to fund the original scheme created in Autumn 2017. The original scheme was for 22 units for people with learning disabilities. From the beginning of Summer 2018, SUR have been working on a revised scheme, design and costings. The new proposal is due on the 20th August 2018.	GREEN

Work with schools to ensure all children can access mental health services	September 2018	We are working with East Berks CCG on an EOI for CYP Mental Health Green Paper Transformation Fund.	GREEN
	April 2019	We are working with partners including East Berkshire CYP Joint Commissioning Board to identify and address gaps in child and adolescent mental health service provision.	
	September 2019	Local Children Safeguarding Board (Education) has prioritised CYP Mental Health with various actions.	
	March 2019	Schools Effectiveness and Public Health establishing a Healthy Schools and an Early Years coordinator to support on wellbeing approaches including mental health.	
Make the Council an exemplar for Slough, by working to become a disability friendly and Stonewall-accredited organisation	March 2020	The council has signed up to the Stonewall Diversity Champions programme, which includes formal submission to their Workplace Equality Index (2019/20) and tailored support and advice in furthering LGBT+ equality in the workforce and in council services.	GREEN
Increase the number of people managing their own care and support via direct payment	Ongoing	We are promoting Direct Payments as a method of securing and controlling personalised support care packages to all existing and new users of adult social care services. This quarter, there has been a steady increase in the uptake of Direct Payments. We have also undertaken some analysis of Carers and are targeting those that would benefit from a Direct Payment to support them in their caring role.	AMBER
Increase the number of local people supported by the community and voluntary sector	Ongoing	Continued development of the SPACE contract and delivery. Development of asset based conversations and community development - trial work in ward areas. Development of new co-production network.	GREEN
Work with the NHS to try and co-locate more local health services within our neighbourhood-based hubs and other multi-use public buildings	Ongoing	New Slough place based strategic meeting to start. Regular meetings between assets teams of council and NHS. Agree options - aligned between new service delivery options and existing/new assets. Adult Social Care Accommodation Project Board established to align the Locality working model with the co-location. Options appraisal underway to establish next steps.	GREEN

SLOUGH HIGH STREET AND THE TOWN CENTRE

Manifesto Pledge	Date for Delivery	Actions taken	RAG
Carry out a town survey to gather residents' views on how best to improve the High Street	Autumn 2018	A survey is currently being distributed to all businesses as part of the Business Improvement District feasibility study. The council plans to conduct further surveys of shoppers and other town centre visitors to triangulate opinions against the last survey conducted in 2016. A borough wide Place Survey will be conducted in autumn 2018, and will include questions regarding respondents' attitudes to the Town Centre. A paper has been submitted to CMT and approved. Consultation with SLT has taken place. Lead Members & Directors scheduled for September before the launch.	GREEN
Improve the immediate offer in the High Street, with street markets and community events - while longer-term major regeneration is prepared	September 2018 and ongoing	The Town Centre team is negotiating a number of 'Meanwhile' uses for vacant buildings in the town centre to 'home' cultural infrastructure organisations - Home Slough and Learning to work. Work is progressing on a Business Improvement District.	GREEN
Create a fit for purpose town centre; delivering the homes our residents need, and the quality jobs to match the ambitions of our young people	Preferred Spatial Strategy 'Dec 18. Transport Modelling August 2018 Employment Monitoring July 2018	Town Centre and 'Meanwhile use' strategies are under development. Significant regeneration is planned for the Town Centre and surrounding areas over the next few years, which will create additional homes, hotels, and business opportunities.	GREEN

<p>Seek 'Purple Flag' accreditation for the town centre - having worked to ensure that it is able to 'provide an entertaining, diverse, safe and enjoyable night out'</p>	<p>Clean Safe Vibrant Programme July 2018</p> <p>Self-Assessment October 2018</p> <p>Purple Flag Assessment October 2019</p>	<p>Works delivered via the Clean Safe Vibrant programme will support the town's progression to Purple Flag accreditation.</p> <p>30 day pledges completed in the town centre with introduction of wardens, deep clean and fly tip removal, repainted lamp columns and new banners, additional floral arrangements.</p> <p>Self-assessment of the town centre against the Purple Flag criteria which will inform next steps</p> <p>Completion of 100 day pledges and transition to 180 days and the 'meanwhile' strategy to build vibrancy</p> <p>Potential assessment for Purple Flag status – this will be dependent on progress made on Clean. Safe, Vibrant work streams. For more details on the Purple Flag accreditation scheme please see https://www.atcm.org/purple-flag</p>	<p>GREEN</p>
---	--	--	--------------

CHILDREN AND YOUNG PEOPLE

Manifesto Pledge	Date for Delivery	Actions taken	RAG
<p>Invest over £40 million to expand and improve local schools; delivering adequate places, better sports provision and facilities for Slough children</p>	<p>By March 2021</p>	<p>£40 million will be spent over the period to March 2021 on a programme of planned works.</p> <p>Planned activities cover:</p> <ul style="list-style-type: none"> •The expansion of Wexham and Westgate Schools, adding 4.5 new forms of entry from September 2018. •Funding one additional form of entry at Langley Grammar School as part of their rebuild project. •Allocating more than £2m+ to non-academy schools to address high priority building condition needs and improve facilities. •Deliver a significant expansion of SEND and PRU places at schools including Littledown, Haybrook College, Arbour Vale and Marish Primary. <p>During Quarter 1, Priory School's new SEND resource based opened. This base provides 60 places for pupils with education, health care plans. Wexham School celebrated the completion of the main structure of the school's new teaching block and the full project is due to be completed by December 2018.</p> <p>At present, all works are proceeding as planned.</p>	<p>GREEN</p>

Give all school-starters a free book and library card, to help improve literacy		A scheme to deliver against this pledge is currently being costed, and more details will become available during Quarter 2.	AMBER
Work to bring a higher education facility back to Slough	Ongoing	<p>Early conversations have been held with Brunel University and Imperial College London to scope the possibility of interest in establishing a facility footprint within Slough.</p> <p>Exploring a Slough Campus, feasibility due March 2019. University of Slough event on the 5th October.</p>	GREEN
Increase post-16 skills and job training for young people with disabilities and special educational needs		<p>Meeting with post 16 providers in September to provide update on Supported Internships.</p> <p>Agenda item on SEND Partnership Board to provide scrutiny on developments (October 2018).</p> <p>Supported internships are study programmes for young people aged 16-24 with learning difficulties or learning disabilities, who want to get a job and need extra support to do this. Internships are unpaid and last for at least six months, and deliver a personalised package of training, support and work skills.</p> <p>Quarter 1 saw progress made in preparation for the scheme's launch in the autumn term, including setting up a working group to oversee this activity.</p> <p>https://www.preparingforadulthood.org.uk/downloads/supported-internships</p> <p>Further work to be done with providers to establish cohort of young people that can access Supported Internships and to identify potential employers.</p> <p>SEND Supported Internship Grant to be used to employ member of staff to establish Supported Internship Forum.</p>	AMBER

<p>Support the great work of Slough's Youth Parliament and champion the needs of Slough's Young People</p>	<p>Ongoing</p>	<p>The borough's first Youth Parliament was elected in January 2015, with second elections in January 2017.</p> <p>Members of Slough Youth Parliament ('SYP') serve for a two year term. SYP is made up of 33 elected young people aged 12-19. SYP meets monthly, facilitated by Slough Borough Council.</p> <p>In addition to their monthly meetings, youth representatives participate in a range of training and enrichment activities including volunteering at community events, membership of community forums and strategic boards and attending away days and residential stays. In April, we supported SYP representatives to attend the unveiling of a statue commemorating the life of the suffragist, Millicent Fawcett in Parliament Square.</p> <p>In June, we supported SYP representatives to attend a reception at the Houses of Parliament to collect an award for the Make Your Mark campaign, recognising the highest turnout of young voters in the UK.</p> <p>We will support the next SYP elections in January 2019, with awareness raising starting from October 2018.</p> <p>The SYP manifesto is on track, and MSYPs are ensuring Slough young people's needs are championed.</p> <p>https://thelink.slough.gov.uk/schools/young-peoples-service/slough-youth-parliament</p>	<p>GREEN</p>
--	----------------	--	--------------

<p>Create at least 400 new early years places across the Borough</p>	<p>By March 2023</p>	<p>The Early Years and development service is working with providers across the sector to identify opportunities to extend provision. The request for additional capital funding to support the roll out across the next 5 years is currently in the final stages of the approval process. Section 106 developments are also being applied where appropriate to facilitate place creation.</p> <p>The places are to be developed in phases and cover a 5yr period (as detailed in the cabinet report February 2018). During Quarter 1, the extension to Lascelles Park Nursery was completed, opening up 39 new places. In quarter 2 Blue Willow Day Nursery; has successfully completed a building refurbishment and extension to accommodate an additional 32 places. A new provider to the area has recently completed their refurbishment of a nursery building in the Colnbrook area. This extensive project has obtained Ofsted registration and is now offering 45 new early years places. This leaves a target of 284 places by 2023 and we are ahead of the projections.</p>	<p>AMBER</p>
<p>Keep open all our Borough's Children Centres</p>	<p>Ongoing</p>	<p>The council operates 10 Children's Centres at accessible locations across the borough. Each delivers a range of support services and sessions for families with children aged under 5, and the network reaches 87% of under 5's across the borough. Partner organisations also operate out of the centres, promoting collaboration and providing an integrated offer for children and families.</p> <p>We are committed to keeping each of these centres open. https://www.sloughfamilyservices.org.uk/kb5/sloughcst/directory/directory.page?directorychannel=4</p>	<p>GREEN</p>

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 15th November 2018

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

WARDS: All

PART I
FOR INFORMATION**VOTING TASK AND FINISH GROUP – TERMS OF REFERENCE****1. Purpose of Report**

To update the Overview and Scrutiny Committee on the terms of reference for the Voting Task and Finish Group.

2. Recommendations/Proposed Action

That the Committee note the agreed terms of reference for the Voting Task and Finish Group.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**3.1 Slough Joint Wellbeing Strategy priorities**

Participation in local democracy by residents allows them to express their views on all priorities of the Joint Wellbeing Strategy.

3.2 Five Year Plan Outcomes

Participation in civic life also allows residents to express their views on all outcomes of the Five Year Plan.

4. Other Implications**a) Financial**

The work to be undertaken by the Task & Finish Group will be covered within existing staff budgets. Any financial implications of the review's recommendations will be reported back in the final report to be taken by the Overview and Scrutiny Committee in March 2019.

b) Risk Management

There are no corporate risks associated with the adoption of the Terms of Reference included as Appendix A. As above, any risks associated with the final recommendations will be reported to the Committee at the review's conclusion.

c) Human Rights Act and Other Legal Implications

The work of the Task & Finish Group will be fully conversant with the requirements of the Representation of the People Act 1983 and other legislation affecting the policy area.

d) Equalities Impact Assessment

The adoption of the recommendations does not require an Equalities Impact Assessment. Should the final recommendations necessitate such an exercise, it will be carried out as required.

5. **Supporting Information**

Background

5.1 The matter was first raised by Overview and Scrutiny Committee at its meeting on 12th April 2018. The initial agenda item focused on the 'Votes At 16' campaign to extend the franchise to younger citizens. However, the debate widened out to other issues regarding public participation in local democracy. Given the imminent postal pilot (held at the local elections on 3rd May 2018), any review of the matter was also asked to examine confidence in the security of the ballot.

5.2 This matter was then raised at full Council on 24th April 2018 (under the item on the Annual Scrutiny Report). The following motion was passed unanimously:

"That the Council resolve to support the principle of reducing the national voting age to 16; take an active leadership role in any appropriate campaign(s) to further this objective; and requests scrutiny to establish a task and finish group to examine and propose practical measures to improve the security of the ballot, including potentially voter identification, and promote youth participation."

5.3 As a result, this Task & Finish Group has been commissioned. It will look at 3 main areas; the effectiveness of the Slough Postal Pilot of May 2018, any other measures which may increase confidence in the process and youth participation.

Terms of Reference

5.4 The terms of reference were agreed via email by the members of the Task & Finish Group on 9th October 2018. They were subsequently circulated to the wider membership of the Overview and Scrutiny Committee for approval, and have not been amended as a result of this and are set out below:

To investigate and make recommendations on the following matters:

1.1 The effectiveness of the Slough Postal Pilot undertaken in May 2018 and measures to improve security of postal vote process arising from the pilot for future elections;

1.2 Any other measures that could be introduced that may increase confidence in the integrity of the election process; and

- 1.3 Methods that can be employed to promote youth participation in public life and awareness of the need to register and vote at 18.

Membership

5.5 The Task & Finish Group will include the following Councillors:

- Cllr Minhas
- Cllr D Parmar
- Cllr R Sandhu
- Cllr Sharif

Timeframes and Work Programme

5.6 The final report with recommendations will be presented to the Overview and Scrutiny Committee on 14th March 2019; the Committee will be asked to approve and adopt the recommendations. Following this, the Committee will then assume responsibility for monitoring the progress of these recommendations. Officers will update the Committee on this as appropriate.

5.7 In order to compile its final report, the Task & Finish Group will hold two meetings in early 2019 as follow:

Security of Ballot

This meeting will cover the following areas:

- The Slough Postal Pilot
- Initiatives arising from the pilot which may be replicated in future
- The Integrity Plan (Slough Borough Council's policy on electoral integrity matters)

Youth Participation

This will meet with officers and Slough Youth Parliament to discuss the progress made by this body and its lessons for wider issues of youth participation.

6. Comment of Other Committees

The meeting of full Council's request for this work is outlined in paragraph 5.2.

7. Conclusion

This report is intended to provide the Committee with information and guidance on the work to be undertaken by the Task and Finish Group.

8. Appendices Attached

None

9. Background Papers

None

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL**REPORT TO:** Overview and Scrutiny Committee**DATE:** 15th November 2018**CONTACT OFFICER:** Dave Gordon – Scrutiny Officer
(For all Enquiries) (01753) 875411**WARDS:** All**PART I**
FOR CONSIDERATION & COMMENT**OVERVIEW AND SCRUTINY COMMITTEE – 2018/19 WORK PROGRAMME****1. Purpose of Report**

For the Overview and Scrutiny Committee (OSC) to identify priorities and topics for its Work Programme for the 2018/19 municipal year.

2. Recommendations/Proposed Action

That the Committee :

- 1) identify the major issues it would like to cover in the 2018/19 municipal year;
- 2) agree, where possible, timing for specific agenda items during the 2018/19 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 children will grow up to be happy, healthy and successful
- Our people will be healthier and manage their own care needs
- Slough will be an attractive place where people choose to live, work and stay
- Our residents will live in good quality homes
- Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

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 2018/19 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 2018/19 Municipal Year

9. **Background Papers**

None.

This page is intentionally left blank

OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2018/2019

Meeting Date
10 January 2019
<ul style="list-style-type: none"> • Transactional Services – Half Year Update • Performance and Projects • Obesity in secondary schools • Contract Management – to include 1st year of Repairs, Maintenance and Improvements contract
31 January 2019
<ul style="list-style-type: none"> • BUDGET MEETING
14 March 2019
<ul style="list-style-type: none"> • Five Year Plan – Outcome 5 (Slough will attract, retain and grow businesses and investment to provide opportunities for our residents) • Heathrow – skills and investment • Obesity Task & Finish Group – progress on recommendations • Performance and Projects • Voting Task & Finish Group – final report and recommendations
11 April 2019
<ul style="list-style-type: none"> • Scrutiny – Annual Report • Petitions – Annual Summary

To be programmed:

- Arbour Park Stadium – update from call-in (July 2019)

This page is intentionally left blank

MEMBERS' ATTENDANCE RECORD 2018/19
OVERVIEW AND SCRUTINY COMMITTEE

COUNCILLOR	14/06/18	12/07/18	13/09/18	15/11/18	10/01/19	31/01/19	14/03/19	11/04/19
R. Bains	P	Ap	P					
Arvind Dhaliwal	P	P	P					
Minhas	P	P	Ap					
D. Parmar	P	P	P					
S. Parmar	P	P	P					
Rana	P	P	P					
R. Sandhu	P	P	P					
Sarfraz	Ab	Ap	P					
Sharif	P	P	Ab					

P = Present for whole meeting
 Ap = Apologies given

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

This page is intentionally left blank