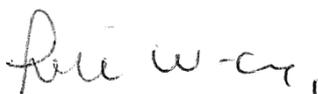


Date of issue: Wednesday, 2 January 2019

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, 10TH JANUARY, 2019 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 ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
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CONSTITUTIONAL MATTERS

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

All Members who believe they have a Disclosable Pecuniary or other 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>
2.	Minutes of the Last Meeting held on 15th November 2018	1 - 6	-
3.	Action Progress Report	7 - 8	All

SCRUTINY ISSUES

4.	Member Questions <i>(An opportunity for Committee Members to ask questions of the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).</i>	-	-
5.	Thames Valley Transactional Services Centre- Contract Year 7 Half Year Report April 2018 - September 2018	9 - 34	All
6.	Childhood Obesity Update	35 - 40	All
7.	Contract Management - Overall Policy and Repairs, Maintenance and Investment Contract	41 - 110	All
8.	Performance and Projects Report: Quarter 2 2018/19	111 - 156	All
9.	Member Call-in: Chalvey Regeneration Strategy	157 - 162	Chalvey

MATTERS FOR INFORMATION

10.	Forward Work Programme	163 - 168	-
11.	Members' Attendance Record 2018/19	169 - 170	-
12.	Date of Next Meeting - 31st 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, 15th November, 2018.

Present:- Councillors Arvind Dhaliwal (Chair), R Sandhu (Vice-Chair), R Bains, Minhas, D Parmar, S Parmar, Rana (until 8.00pm) and Sharif

Also present under Rule 30:- Councillor Mann

Apologies for Absence:- Councillor Sarfraz

PART I

33. Declarations of Interest

None received.

34. Minutes of the Last Meeting held on 13th September 2018

Resolved – That the minutes of the meeting held on 13th September 2018 be approved as a correct record.

35. Action Progress Report

In relation to Minute 5 the Committee were informed that the Voting Task and Finish Group would meet in early 2019, the findings of which would be reported to the meeting in March 2019.

Resolved – That details of the Action Progress be noted.

36. Member Questions

None.

37. Presentation by the Thames Valley Police and Crime Commissioner and Thames Valley Chief Constable

The Chair welcomed Antony Stansfeld, Police and Crime Commissioner and Francis Habgood, Chief Constable to the meeting. Temporary Superintendent Grahame, the local area commander for Slough, was also in attendance.

Thames Valley Police was the fourth largest police force in the country and covered 18 local authorities. Mr Stansfeld informed Members that recorded crime had increased by 8.7% within the Thames Valley area in the past year, compared to a national increase of 13%. There were increases reported in offences such as crime against the person (up 12.5%) and weapons offences (up 12.8%). Funding from central government had fallen significantly in recent years, and TVP received less funding per head than many other forces. The PCC had sought to protect services, however, it was indicated

Overview & Scrutiny Committee - 15.11.18

that there was a direct correlation between police funding and incidents of crime. The Council Tax precept for TVP had therefore been increased by 12% for a Band D property to partially offset some of the reductions from central government.

The Chief Constable outlined details of the current policing issues in Slough and across the Thames Valley more widely. It had been an exceptionally busy year with two Royal weddings and a visit from the President of the United States. Members noted that there had been an 11.1% increase in the number of 999 calls with an average pick up time of 10 seconds. There had been a reduction in call centre staff due to staff turnover which had contributed to an increase in the pick up time for 101 calls to an average of 6 minutes. The increased call volumes was a national issue and members of the public were being encouraged to report incidents online where appropriate.

The Chief Constable summarised some of the key local issues in the past year which included a significant increase in the number of reported violent crimes, partly due to changes to reporting methodology and the increased number of incidents that the police were being asked to become involved with such as bullying in schools. Residential burglaries had also risen which was a particular concern to the PCC and Chief Constable and was an area the force was actively monitoring. The Committee noted a range of problem solving initiatives including Op Conifer that prioritised young people at risk of exploitation; Browns project which was jointly commissioned by the Safer Slough Partnership and the police to divert people with complex needs away from harm; and joint work with the Council on a Public Spaces Protection Order to tackle anti-social behaviour in Chalvey.

Committee Members raised the following issues in the ensuing discussion:

- *What action was being taken on recruitment and retention.* There were recruitment challenges for many organisations in the South East due to the high cost of living but Slough was an attractive place to work. TVP worked with local schools to promote careers in policing and an apprenticeship scheme was due to be launched in 2019. Training programmes were in place to upskill new recruits in areas of skills shortages such as call handlers. It was suggested that TVP be involved in the Council's emerging parking strategy for its new premises to help address any specific practical barriers facing police staff in this regard.
- *Role of PCC and engagement with Slough.* The PCC stated that the role had more public visibility, better engagement and was more democratic than the previous Police Authorities, and had the ability to make decisions more quickly. The overall costs of PCCs was also said to be lower. The PCC visited Slough to discuss local priorities with Members annually and received a lot of feedback and other engagement. Whilst recognising that Slough had some specific issues as highlighted by Members, the Thames Valley was a very large and

Overview & Scrutiny Committee - 15.11.18

diverse area with many local challenges that all needed to be considered in developing policing plans.

- *The role of neighbourhood policing.* TVP had committed to neighbourhood policing in Slough and had tried to involve local councillors in sector meetings. Neighbourhood teams mapped priorities for their area and engaged widely with communities.
- *The work being done to address Child Sexual Exploitation.* The Safer Slough Partnership was very effective in tackling such issues with a multi-agency approach and had a range of initiatives in place.
- *The perceived slow police response to 'low level' crimes.* The Chief Constable stated that the police had finite resources and therefore had to prioritise serious offences such crimes with risk of threats to individuals.
- *What was being done to tackle ASB and drugs misuse.* This was a high priority and TVP conducted specific operations and had initiatives in place such as the summer programme working with the Safer Slough Partnership.

Members raised a number of other specific issues including the definition of hate crime; the use of stop and search powers; cyber crime; and the call response rates to 999 and 101 numbers.

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

Resolved – That details of the presentation be noted.

(Councillor Rana left the meeting)

38. Performance and Projects Report Quarter 1 2018/19

The Performance & Information Manager and the Programme Management Lead introduced a report that updated on the latest performance information for the first quarter of 2018/19; updated on the progress of key projects and delivery against manifesto commitments.

Almost two-thirds (64.7%) of the Council's selected performance indicators were achieving the desired results and were rated 'green' with a further 23.5% of other indicators close to target. The key areas of noteworthy concern flagged as 'red' was households in temporary accommodation and there had been a deterioration in the in year collection rate of Business Rates. More than two-thirds (68%) of Council projects were rated 'green' and four-fifths (80.7%) of manifesto pledges were 'green'. The new reporting format was intended to make it easier to track the progress of delivery throughout the year and Members provided feedback to make it more user friendly. The report also incorporated reporting on manifesto pledges which some Members of the Committee did not believe was appropriate. Other Members commented that the policies in the manifesto of the Ruling Group were adopted as Council policy and it was therefore appropriate to measure and report on progress.

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The Committee discussed several specific areas of performance including the number of households in temporary accommodation and the 'red' status of the Grove Academy and Haybrook College Gold Projects. It was reported that further progress had been made since the end of quarter 1 with a planning application for the Grove Academy due to be determined early in the New Year and the refurbishment of Thomas Grey Centre was nearly complete.

At conclusion of the discussion the report was noted.

Resolved – That the Council's current performance as measured by the indicators within the balanced scorecard and update on Gold projects and performances as detailed in the report, be noted.

39. Adult Social Care Transformation Programme

The Adult Social Care Programme Manager introduced a report that updated on the ASC Transformation Programme. The Health Scrutiny Panel had considered a report on Tranche 2 of the Transformation Programme at its meeting on 11th September 2018 and the main comments from Members were noted.

The Transformation Programme had been established to address the significant pressures on the service arising from increased demand, cost and complexity of clients needs. The programme had delivered £4.814m of the targeted £7.9m of savings between 2015-20 and was on course to achieve the planned savings for the current year. However, the overall ASC budget was showing a £1m overspend in 2018/19 which reflected the pressures on the service. The Government's long term plans to reform adult social care funding had been consistently delayed but were now expected to be published by the end of the year. The Transformation Programme had introduced a more personalised approach to promote individual wellbeing and the service delivery model had changed to one which focused on neighbourhood based support and care.

The Committee welcomed the increased use of direct payments which gave people more control over their own care. Members sought reassurance that adequate systems were in place to monitor the payments to ensure they were not misused and the Officer explained the process that was used. There was a discussion about the plans in place to deal with the winter pressures facing the health and social care system and it was noted that extensive planning and partnership working was in place but that it was expected to be a challenging winter. In response to a question about how client feedback was used, the Committee noted that it was closely monitored via the annual ASC survey that included questions about the levels of satisfaction from service users.

At the conclusion of the discussion the update was noted.

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Resolved – That details of the update on the Adult Social Care Transformation Programme be noted.

40. Voting Task and Finish Group

Members were provided with details of the Voting Task and Finish Group, which had been commissioned following approval of a Council motion in April 2018. It was anticipated that the Group would be meeting in early 2019 and focus on two key areas – security of ballot and youth participation. The final report and recommendations would be presented to the Committee at its meeting in March 2019.

Resolved – That the terms of reference for the Voting Task and Finish Group be noted.

41. Forward Work Programme

Details of the proposed Work Programme were considered and it was agreed that it be updated as follows:

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

- 14 March 2019 - Asset Management Strategy
- 11 April 2019 - Update on Adult Social Care Transformation Programme
- Autumn 2019 - Obesity Task and Finish Group: Progress on recommendations

42. Members Attendance Record 2018/19

Resolved – That the Members Attendance Record be noted.

43. Date of Next Meeting - 10th January 2019

The date of the next meeting was confirmed as 10th January 2019.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.09 pm)

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Overview and Scrutiny Committee – Actions Arising from Meetings

15th November 2018

Minute:	Action:	For:	Report Back To: Date:
37	TVP views to be sought when Parking Strategy developed as part of the Council's relocation to 25 Windsor Road.	Policy & Performance	OSC As appropriate

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 10th January 2019

CONTACT OFFICER: Vijay McGuire – Service Lead, Customer and Communications
(For all Enquiries) (01753) 875907

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

THAMES VALLEY TRANSACTIONAL SERVICES CENTRE:
CONTRACT YEAR 7 HALF YEAR REPORT APRIL 2018 – SEPTEMBER 2018

1.0 Purpose of Report

- 1.1 The purpose of this report is to provide Overview and Scrutiny Committee members with a strategic overview of contractual performance for the Thames Valley Transactional Services Public Private Sector Partnership between Slough Borough Council and Arvato
- 1.2 The period of reporting covers the half yearly performance outturn for contract year 7 (April 2018 – September 2018).

2.0 Recommendation

- 2.1 The Committee are asked to note and comment on Arvato's performance for the reporting period April 2018 – September 2018 which covers both Quarter 1 & Quarter 2 of the contract year, noting that the full suite of KPI's cover a mixture of annual, monthly and quarterly targets respectively.

3.0 The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**3.1. Slough Joint Wellbeing Strategy Priorities**

- 3.1.1 Since the commencement of the 10 year contract term in April 2012, arvato UK's public sector team in Slough have continued to deliver a year on year apprenticeship scheme for young people in Slough. Apprentices are selected from the local area to study for NVQ Levels 2 and 3, and to train in different areas of the business. Once they have completed their apprenticeship, arvato provides them with support to find permanent posts by providing workshops on job search, CV writing and filling out application forms, and interview skills.
- 3.1.2 To date, 67 apprentices have enrolled on the apprentice scheme over the last 7 contract years compared to a profile target of 63. Young people selected for the apprenticeships training are generally those who perhaps consider themselves unsuited to undertaking conventional training and study. The arvato project provides these students with a positive alternative; one which focuses on IT, literacy and numeracy skills, and also on key workplace skills such as communication (verbal and written), attendance and time-keeping.

- 3.1.3 A structured training package of tasks ensures apprentices continually broaden and strengthen their existing skills, and develop new ones. Support and motivation are also part of the scheme to help the apprentices organise the next step on their career ladders.
- 3.1.4 It is envisaged that by the end of their apprenticeship, the trainees will be equipped with a wealth of transferable employment skills, along with an invaluable route plan for their future.
- 3.1.5 There is no guarantee of a job within arvato at the end of the apprenticeship. However, trainees will be able to demonstrate the knowledge and competency acquired to potential arvato departments, and will therefore be in an excellent position to take advantage of any openings that do arise.

As part of the 10 year partnership agreement, arvato have a contractual obligation to create apprenticeships for a total of 117 people. The profile for the 10 years is as set out below and includes actual number of cohorts for each contract year.

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
Apprentice posts Profile	6	6	6	9	10	11	15	16	17	21	117
Actual Apprenticeships intake by arvato	6	5	7	11	17	12	9				

- 3.1.6 Given the change in direction for the Council to establish the Slough Academy, which focus's primarily on investing and growing talent within the organisation through continuous professional development and identifying new talent to bridge the skills gap we no longer undertake the role of a training provider, as such arvato have expanded their own programme to incorporate a higher level of apprenticeship and as such have sourced their own provider to support them.
- 3.1.7 To further support the current and future healthcare and wellbeing of our residents, the Benefits service covers the provision of housing benefits for Slough's residents with a specific outreach programme targeted to support our most vulnerable members of the community. The Neighbourhood Benefit and Money Advice Officers role includes working with community groups and the third sector to increase awareness of both benefits and grants available with a view to maximising income where entitlement and eligibility criteria are met. At present the Council are in receipt of arvato's plan to maximise benefit take up which includes activities such as:
- Home visits to elderly / vulnerable people
 - Reviewing referrals from other departments in the Council and external agencies
 - Working with agencies such as, New Horizons, Tele-care, Slough Food bank, SHOC and Talking Therapies
 - Networking and fostering new partnerships with organisations such as:

Shari Driver - Surrey Disabled Peoples Partnership (who also provide advocacy for Slough residents) Dementia Advisor - Slough Older Person's Mental Health Memory Clinic Upton Hospital and Hestia (domestic violence advocates)

- This is subject to review as part of Quarter 3 of this contract year.

3.1.8 Overall, the services in scope of the partnership continue to link to the overall effectiveness and efficient running of the council. As such, the Partnership seeks to streamline processes, implement contractually agreed service improvements whilst demonstrating a step change in performance year on year.

3.2 **Five Year Plan Outcomes**

3.2.1 The Transactional Services contract underpins SBC's work across all outcomes as set out below:

3.2.2 Outcome 1: ***Slough Children will grow up to be happy, healthy and successful***

- Contractual delivery of 117 Apprenticeship over the life of the contract
- Bespoke LAC Placement arrangement in collaboration with the Trust - 1 placement confirmed in arvato communications Team
- The introduction of the Care Leavers - Discretionary Rate relief Policy supports care leavers in the community which helps them to establish a full and healthy quality of life
- My Council provides front –line / face to face support for the Schools admission service

3.2.3 Outcome 2: ***Our people will be healthier and manage their own care needs***

- Arvato are responsible for administering the direct payments as provided by Adult Social Care, this includes the FAB Team visiting FAB Customers and liaising directly with ASC to ensure that up to date information is shared regarding each customers circumstances and ensuring timely payments are made.

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

- The contractual requirement to re-locate the arvato head office to Slough continues to promote and entice new business to Slough primarily within the private sector and has seen growth opportunities in the following third party contracts

Corporate Staff: 40 fte

BMW – 300 fte

Zara – 170 fte

Renault – 20 fte

Telefonica – 15 fte

Benefit Cosmetic - 3 fte

- As part of the remit of the Town Team, work is underway to explore the opportunities presented for developing a Business Improvement District (BID). This will include an additional tariff on Business Rates. As such SBC will work with arvato to incorporate this as part of their collection targets.

- Working with arvato, the Council will seek to consider the future requirements of the Council's Customer Experience strategy which is currently being developed, to ensure that the local access points / hubs are appropriately resourced and delivering targeted customer services to neighbourhoods. The objective of which will lead to improved access and an appropriate locality offering
- Arvato's employment of two Neighbourhood Benefit and Money advice officers who primarily focus on benefit take up across the borough will continue to assist in improving the quality of life of our residents by raising awareness and advising residents on maximising income for those in most need in the borough.

3.2.5 Outcome 4: ***Our residents will live in good quality homes***

- Arvato currently administer Discretionary Housing Payments to assist in maintaining peoples homes. The procedures are reviewed annually to ensure that policies remain inclusive.
- Arvato continue to administer the Local Welfare Provision which focus's on supporting our most vulnerable residents by providing essential items / food to ensure no one is hungry or living without basic necessities.
- Local Welfare provision also provides support / assistance in clothing / travel expenses to directly support all residents in seeking employment, who are unable to immediately assist themselves.
- Arvato's administration of the Council's Housing Benefit Service ensures the accurate and timely processing and payment of all Housing Benefit awards to avoid residents falling into rent arrears which can ultimately lead to eviction and homelessness

3.2.6 Outcome 5: ***Slough will attract, retain and grow business and investment to provide for our residents***

- SBC in conjunction with the other Berkshire Authorities are ahead of the Governments timetable for 100% retention of Business Rates, having gone live in Slough on April 2018 as a pilot. SBC have been supporting the implementation with robust policy and procedures, working with arvato to increase collection in order to support service provision and budget shortfalls
- The arvato, My Council provision remains located centrally, which continues to attract footfall to the Town Centre
- The council offers a Business Rates Inward Investment Policy to attract businesses to the borough which is administered by Arvato and approved by the Director of Finance
- Section 44: Partially Occupied Rate Relief Policy is intended with the aim of retaining businesses in the borough and assisting them when moving to larger premises. This policy is administered by arvato and approved by the Director of Finance

4.0 Other Implications

(a) Financial

The partnership continues to present a number of opportunities for SBC over the 10 year contract period.

Some of which include:

- Increased council tax collection rates
- Increased business rates collection
- Improved Customer Contact which should lead to improved collection rates and improved customer service.
- Improved access to welfare benefits for Slough residents (which will lead to an increase in disposable income and which may be spent in Slough)
- Improved IT functionality which may lead to better service provision
- An ambitious service improvement programme which focus's on developing the Council's ICT Infrastructure as well as providing improvements for all services in scope.

(b) Risk Management

The contract has a robust governance system in place which analyses the risks involved on a monthly and quarterly basis.

(c) Human Rights Act and Other Legal Implications

There is no Human Rights Act or other legal implications connected to this report.

(d) Equalities Impact Assessment

The compilation of this report has not required an Equalities Impact Assessment.

5.0 Supporting Information

5.1 As is routinely the case, the Overview and Scrutiny Committee is examining the performance of Arvato in undertaking the Transactional Services Contract. This is done twice yearly – once at the turn of the calendar year as a half yearly update (as in this case) and once to examine the Annual Report. This covering report will outline some of the headlines from contract year 7 – quarters 1 & 2, and will be supported by a short presentation at the meeting itself by arvato representatives which is attached as Appendix A of this report.

5.2 Appendix B contains a comprehensive range of data, which members are asked to scrutinise in depth ahead of the meeting. However, in order to provide a more focused introduction, this report will provide a brief narrative on some of the key themes raised by these levels of performance. This should assist members when examining the bank of material which forms the half yearly analysis of contract year 7.

5.3 Revenues and Benefits

This service area consists of Council Tax, Business Rates and Housing Benefits

Key performance reporting of this period
(Appendix B provides the full monthly performance for this period)

- Revenues arrears collection has progressed well during this reporting period.
- The Single Persons Discount Review which commenced at the beginning of this contract year in April 2018 is nearing completion, with responses received being processed, reminders sent to non responders and discounts subsequently being cancelled where appropriate.
- The recovery timetable remains on track with post liability court orders processed up to date.
- Discretionary Housing Payments continue to be monitored closely month on month. As at Quarter 2 a review was being undertaken on the length of time support was being offered.
- In conjunction with arvato ICT, work is currently underway to implement the long awaited online e-benefits solution, which will enable both the customer and the contact advisors to use a single interface to apply for benefits on line. It is the council's intention to support this by the subsequent implementation of Risk Based Verification Technology which will change the evidence requirements allowing the assessment of new claims at the point of claiming. Claims will be categorised as low, medium or high. Classification of claims will allow resources from low risk cases to be channelled towards high risk cases and reduce fraud and error from entering the system at the gateway.
- From a performance perspective, collection targets continue to be monitored closely, with monthly reports being reviewed by SBC. Benefit processing targets remain under pressure: reporting 25 days turn around against an annual target of 20 days and change in circumstances remaining comfortably within the annual target.
- Arvato have brought in additional resource to support the successful outturn of the suite of annual performance targets for revenues and benefits.

5.4 **Customer Services**

This service area consists of Front of House, Call Centre and the Local Access Points

Key performance reporting of this period
(Appendix B provides the full monthly performance for this period)

- Committee is asked to note that this service area is subject to varying volumes throughout the year due to seasonal factors and service activities such as Schools admissions, Council Tax Billing, and recovery action scheduled at various times through the year coupled with service requirements as necessary throughout the year.
- This has been evident in a number of variances demonstrated from Quarter 1 to Quarter 2 as follows:

Total number of tickets issued:

Q1 saw 14% (1709) increase compared to the same period last year
Q2 saw 7.2% (829) decrease compared to the same period last year and
15.2% (1754) decrease compared to Quarter 1.

For the Call Centre:

Q1 - 9% (1810) increase in the number of calls received for Revenues and Benefits compared to the same period last year.

Q2 – 10.1% (1927) decrease in calls compared to the same period last year.

For Emails:

Q1 - 23% (660) increase in Q1 compared to the same period last year

Q2 – 157 less emails compared to the same period as last year.

- In addition to core contract delivery, the service has continued to provide support to Adult Social Care and Strategic Housing whilst they focused on addressing back office support issues
- Universal Credit full service commenced during Quarter 1(11th April 2018) and arvato have continued to work with Job Centre Plus to provide Assisted Digital Support for Slough Residents from Landmark Place.

In Q1 Assisted Digital Support was provided to 29 UC Applicants and 51 customers were supported with general enquiries and partial applications.

In Q2 Assisted Digital Support was provided to 28 UC Applications and 17 customers were supported with general enquiries and partial applications.

- May Local Election - In Q1 Customer Services Call Centre staff provided additional support to the Elections Back Office team to cover the phones during the Count - 8:30 – 10:30pm.
- Committee are asked to further note that whilst every effort continues to be made to ensure alignment between back office and front of house to streamline services to residents, there continues to be issues in terms of notification of changes and appropriate briefings and trainings. As such the client team in conjunction with arvato will look to review the current process in Q3 with a view to making improvements to appropriately resource plan to better support back office services, residents and the front of house more effectively.

5.5 Transactional Finance

This service area consists of Accounts Receivable, Accounts payable, Cashiering, Financial Processing and Rent Accounting.

Key performance reporting of this period

(Appendix B provides the full monthly performance for this period)

- All KPIs met successfully in the period.
- In Quarter 1: Over 11,000 creditor payments processed on behalf of the council with a value of more than £60M, and 74 rent refunds issued to tenants, in the sum of £42K.
- In Quarter 2: Over 11,000 creditor payments processed on behalf of the council with a value of more than £70M, and 59 rent refunds issued to tenants, in the sum of £34K.
- In Quarter 1: 6,300 debtor invoices raised (value of over £15M). Recovery rate averaged 96.92% in the period.

- In Quarter 2: 4,000 debtor invoices raised (value of over £8M). Recovery rate averaged 98.4% in the period.
- For Quarter 4 (of contract year 6) and Quarter 1 (contract year 7) rent statements successfully delivered to over 7,500 council tenants.
- In Quarter 1: Recovery of sundry debt averaged 96.92% in the period. In Quarter 2: Recovery of sundry debt averaged 98.4% in the period.
- New arrangements for provision of a BACS payments service to Slough Children's Services Trust was planned mapped and implemented in mid September 2018.
- Discussions regarding a revised SLA and service realignment are pending, and aim to refine processes and responsibilities following the implementation of Agresso & the TUPE transfer of the Technicians Team in February 2018, and the Former Tenant Arrears function in October 2018 (Quarter 3 reporting period)
- Arvato ICT are currently assisting the council with testing on its 'paperless' Direct Debit initiative for Housing Rent collection, which will go Live early in October 2018 (Quarter 3)

5.6 Transactional HR

This service area consists of recruitment, payroll and pensions provision

Key performance reporting of this period

(Appendix B provides the full monthly performance for this period)

- 99.8% of KPI's achieved for this reporting period
- The payroll team has continued to embed new processing activities utilising the Agresso system and where applicable working closely with Project Team to resolve processing/system issues experienced by users.
- Volumes for this reporting period are as follows:

	Q1	Q2
Payslips	7787	6914
Vacancies advertised	50	60
Offer letters issued	48	67
DBS Checks completed	163	131

5.7 Logistics

This service area consists of Document Image Processing, Postal Services and administration of the corporate archiving service.

Key performance reporting of this period

(Appendix B provides the full monthly performance for this period)

- Quarter 1 saw the majority of KPI's being achieved with some added volumes and complexities arising from Neighbourhood services scanning requirements - some of which backdated 18 years. In addition the service has resource pressures with vacancies within the Logistics Services which are likely to have hindered progress.
- Quarter 2, however saw a marked improvement on the KPI targets, having had time and training to index Neighbourhood services Tenant

documentation as per the business requirements. Work is now underway to initiate a similar exercise for Strategic Housing services.

- Following a team restructure in Logistics, investment in a new management role is in progress with an appointment due to be made within Quarter 3.
- Work remains ongoing with Reading Borough Council archivists to ensure correct presentation of files are being sent to storage, and ongoing monitoring of destruction dates relating to hard copy files which are sent for storage.
- The client team are currently working with the council to improve the level of communication relating to office moves and team restructures to ensure that the service is in receipt of up to date information pertaining to location and teams to enable the provision of an efficient postal service.

5.8 Information Technology

This service area consists of IT Service Desk, Technical Infrastructure, Pc & Network Support, Server, Database & Application Support services.

Key performance reporting of this period

(Appendix B provides the full monthly performance for this period)

- KPI reporting has continued to present challenges - with avarto reporting two of the KPI's as difficult to report due to system functionality (ICT08 & ICT10) – it is envisaged that with the introduction of the IT Service management tool this will be addressed for future reporting
- The arvato ICT Service Desk restructured 1st and 2nd line setup, which arvato anticipate will improve productivity as ticket volumes continue to decrease.
- During Q1, the arvato ICT provision provided support for the Elections process
- Q1 also included the implementation planning of the IT Service Management tool which ultimately will assist in the improvement of KPI reporting as referred to above and improved functionality will see additional reporting being made available to the client - go live is scheduled for Q3
- Quarter 2 included arvato recruiting an ITIL Certified Service Desk Manager
- Unified Telephony Solution - during this reporting period dialogue remains ongoing with our supplier to ascertain an appropriate solution to meet the business requirements of the organisation as the direction changes to focus on smart working.

6.0 Challenges for Contract year 7 to date

- 6.1 The commencement of Contract year 7 has been subject to a number of challenges, both from a service delivery perspective, which has included welfare reform changes, ongoing support requirements for Slough Children Services Trust, Agresso HR & Finance Platform implementation and service re-alignment reviews against a backdrop of commercial issues relating to specific contractual matters which at the point of submitting this report remain subject to ongoing detailed negotiations.
- 6.2 These issues coupled with the Councils ambition to transform the way in which it delivers services to residents will result in further detailed discussions taking

place with arvato over the coming months particularly with regards to the provision of ICT and Customer Services.

7.0 Comments of Other Committees

This specific report has not been taken to any other committee of SBC.

8.0 Conclusion

The Committee is asked to highlight any areas of performance they wish to discuss with Arvato at the meeting. These are included in Appendix A & B of this report.

9.0 Appendices Attached

'A'	Arvato performance slide deck
'B'	Performance figures for contract year 7 Half Year

10.0 Background Papers

None

Slough BC and Arvato Strategic Partnership Overview & Scrutiny – January 2019

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Performance Report
April 2018 to September 2018



Contents

- OPERATIONAL PERFORMANCE SUMMARY
- ENGAGEMENT UPDATE
- ANALYSIS OF SELECTED KPI'S*
 - To be reviewed in conjunction with KPI datasheet
 - To provide members with additional insight into how KPI's are structured and help answer some questions raised – eg:
 - Why do some monthly outturns regularly fall below annual targets
 - What volumes can be shared to add context to the numbers and to the Red; Amber; Green status shown in the data sheet
 - Detail and graphical summaries to illustrate current progress for high profile indicators
 - Customer Service KPI's
 - Call Centre Measures & Volumes
 - KPI, CS03B – Council Tax & Benefit Calls – Answered / Abandoned and Volumes
 - KPI, CS03A – Council Tax Telephone Calls – within SLA
 - Council Tax Collection
 - Housing Benefits – New Claims (Impacted by Universal Credit roll-out)

** NOTE - This Overview & Scrutiny report is for period April to September 2018. For improved clarity in the analysis of selected KPI's, data up to and including November 2018 has been used in the data and graphical summaries.*

Operational Performance Summary

<p>Revenues and Benefits</p> <ul style="list-style-type: none"> • C.Tax collection at same percentage as this point last year £3m additional cash collected. • NNDR tracking slightly behind last year in %'age terms but also ahead on Collection by £1m. • Changes PI in benefits on track • New claims is behind target but mitigation in place to address impact of Universal Credit in 2nd half of year 	<p>Transactional Finance</p> <ul style="list-style-type: none"> • 100% of KPI's achieved during first half of the year • Successful transfer back to SBC of the Former Tenant Debt function at end of Q2. • Worked with SBC to prepare for paperless Direct debits roll-out to Housing tenants in early Q3 	<p>Logistics</p> <ul style="list-style-type: none"> • During the Q2 there has been a recovery from early challenges in meeting KPI's. • Training completed on document indexing for the Tenant Services. • Courier routes being revised on an ongoing basis to meet changing SBC needs. 									
<table border="1"> <thead> <tr> <th>Total CTAX Debt Collected</th> <th>Total Business Rates Collected</th> <th>No of face to face Interactions</th> <th>No of calls handled</th> </tr> </thead> <tbody> <tr> <td>£36.5M</td> <td>£79.8M</td> <td>24,065</td> <td>85,667</td> </tr> </tbody> </table>				Total CTAX Debt Collected	Total Business Rates Collected	No of face to face Interactions	No of calls handled	£36.5M	£79.8M	24,065	85,667
Total CTAX Debt Collected	Total Business Rates Collected	No of face to face Interactions	No of calls handled								
£36.5M	£79.8M	24,065	85,667								
<p>Transactional HR & Payroll</p> <ul style="list-style-type: none"> • All KPI's achieved in the fist half of the year. • over 14,700 payslips successfully processed • the bedding in of self-service across SBC and SCST continues 	<p>Customer Services</p> <ul style="list-style-type: none"> • Front of House has seen a 10% increase in customers compared to this period last year with C.Tax calls into Call centre also up by 12% but performance in both areas remains strong and KPI's are on track • Overall there have been improvement in both CC and FoH kpi's this year 	<p>ICT</p> <ul style="list-style-type: none"> • ITSM Tool (fault logging system) has been procured and planning underway to go live in Q3. • Election support supplied by the team and good feedback received • Liquid Logic Migration – Completed successfully • ITIL training and certification for key staff 									

Engagement Update

- Arvato continues to see significant recruitment into our business with c800 staff based in our UK & Ireland Head Office in Slough
- Following successful members visits early in the year Arvato are planning a further visit to our site for newer members in Q3 of 2018.19
- Since 2012 Arvato have been working in partnership with SBC as our main provider for Apprenticeships to our Slough site. Predominately providing apprenticeships in Customer Service level 2 and Business Administration level 2 – to date have delivered a total of 63 apprenticeships in Slough many of who have moved on to employment either with Arvato or SBC.
- Arvato also continue to welcome and support LAC Apprentices, one of whom is still with us in our marketing team and has recently been nominated in the Inspiration Award category for the Slough Youth Awards, to be held in November 18.
- Since 2017 and the induction of the Apprenticeship Levy, employers now have the opportunity to offer higher level apprenticeships to their workforce. Arvato has determined our apprentice commitment in future will add in a higher level of skill set for our existing apprentices and colleagues. This will be transferrable upon exit and in keeping with both Arvato and SBC Academy Apprenticeship models.
- Arvato also continues it's work to promote income maximization with dedicated staff working with SBC colleagues, partners and community groups to ensure residents are aware of the benefits they can claim and to support them through the application process.



CALL CENTRE KPI'S

- Overall Volumes – All Call Queues
- Council Tax & Benefits – Speed To Answer
- Council Tax & Benefits – Volumes & Demand

Overall Call Centre Volumes – *Information only, not linked to any single KPI*

The charts below illustrate the overall volumes of calls into the call centre and the split between the different types of KPIs

- Call Centre KPI's are managed in two main ways for each of our call queues:
 - Calls Answered & Abandoned – the percentage of customers who call, and have their call answered
 - Speed to Answer – the percentage of those calls answered, which are answered within 30 seconds
 - The annual percentage targets are all set against each KPI according to SBC prioritisation of the call type (eg – adult and children's queues have the highest “speed to answer” target)
- To date in 2018.19 the call centre has answered 113k calls of which 69k were answered within 30 seconds, 11% of calls were abandoned (chart 1)
- The data below also shows variations in demand, different on all queues, but shown here for the centre overall. Similar breakdowns can be provided for other channels (chart 2)

Chart 1 - Split of Call Volumes - Apr to Nov - 2018.19

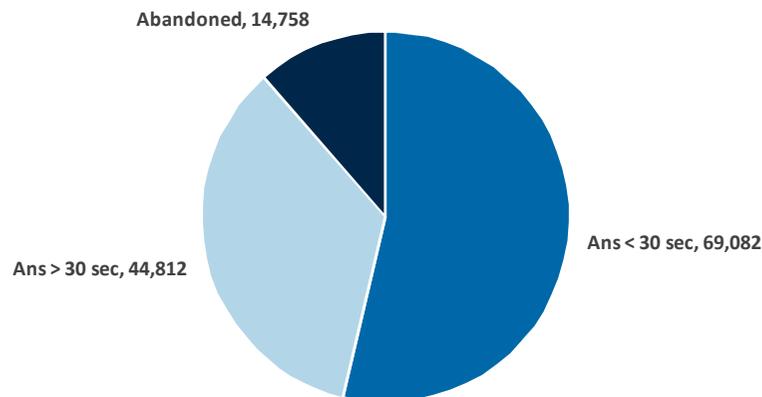
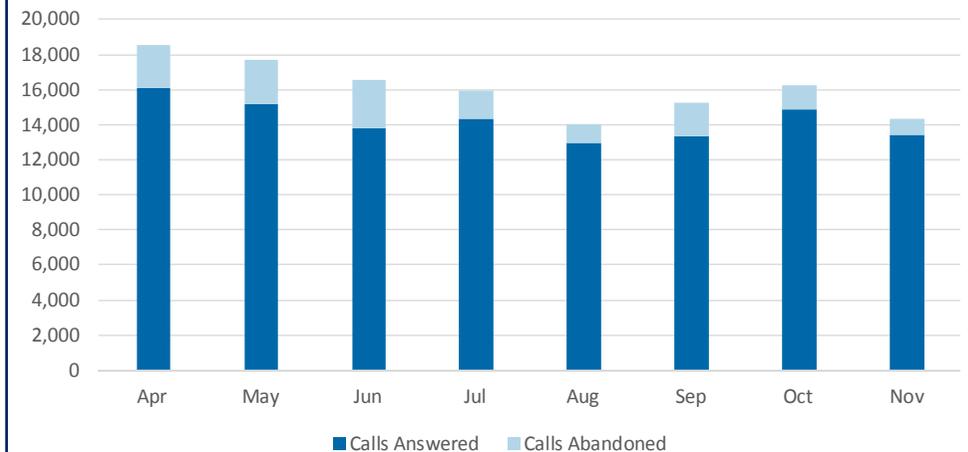


Chart 2 – Call Volumes - Answered & Abandoned

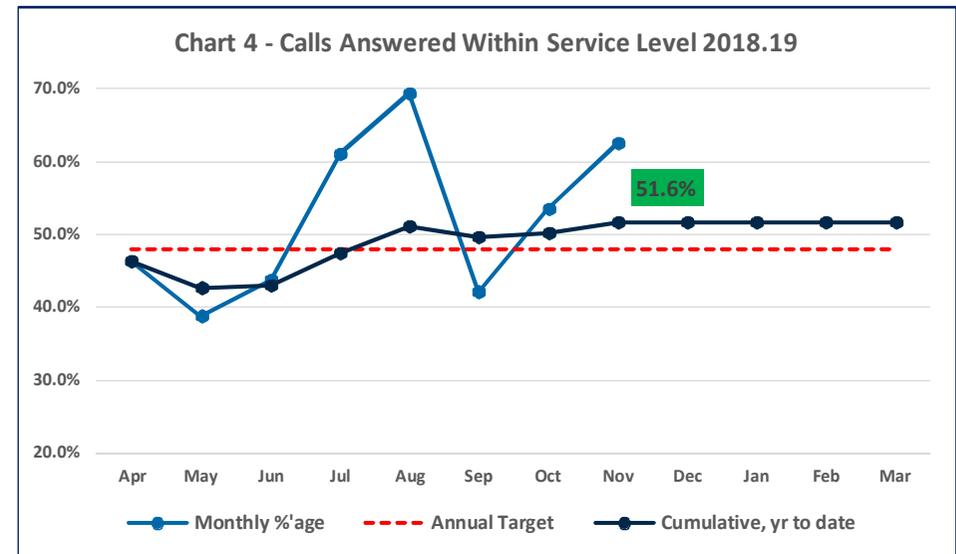
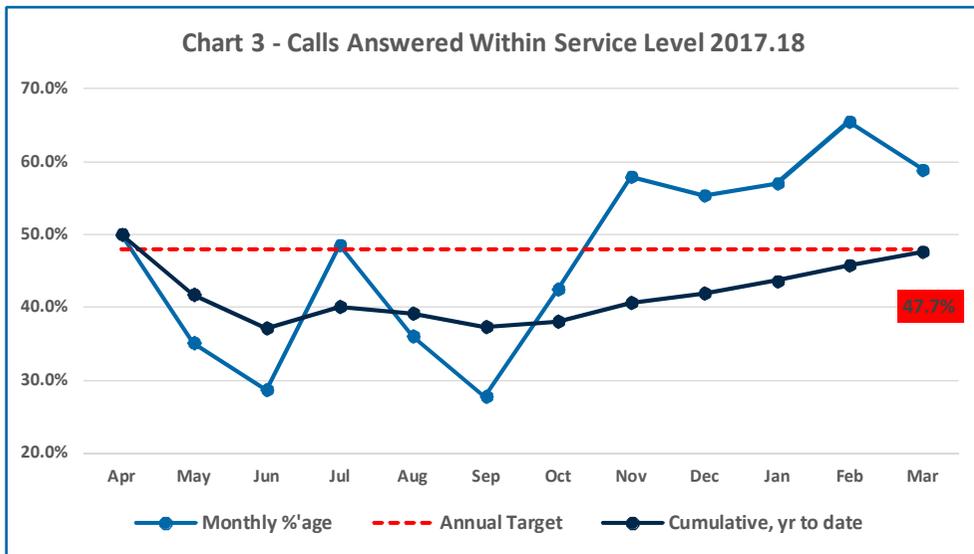


KPI, CS3A - Council Tax & Benefits Calls Answered within service level (speed to answer)

The charts below illustrates how fluctuating monthly KPI outturns contribute to attainment, or not, of an Annual KPI Target

- 2017.18 (chart 3)
 - Monthly fluctuations due to peaks and troughs in demand are the norm in any call centre
 - For this call queue the 2017.18 annual outturn was a marginal failure, 47.7% against a target of 48.0%, as reported to Scrutiny and Review in September 2018
- 2018.19 (chart 4)
 - The fluctuations continue in the current year with half of the monthly outturns being below annual target level
 - However, the year to date position, due to strengthened management of this KPI, sees the cumulative position for year to date above target level

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KPI, CS3B - Council Tax Calls Answered (proportion)

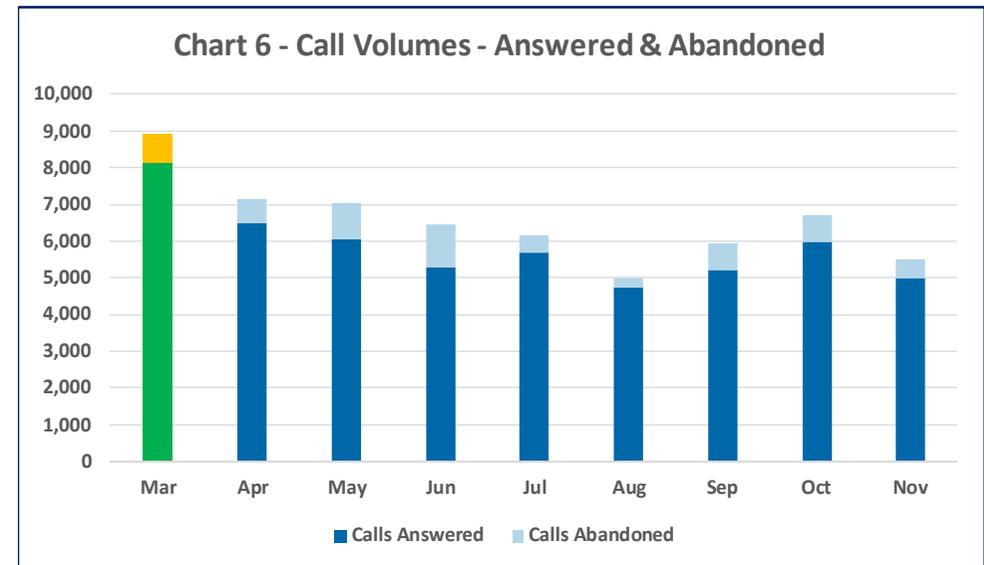
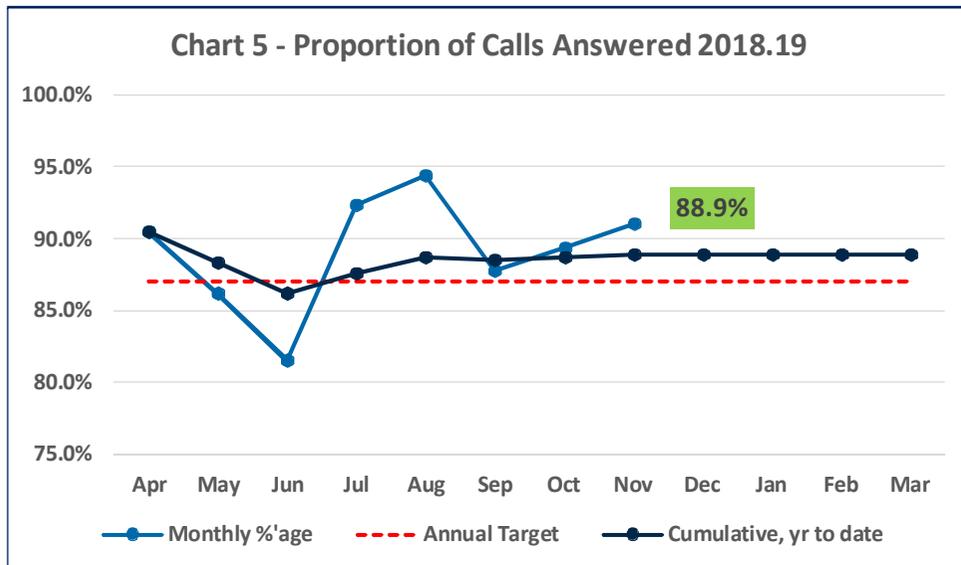
These charts shows again fluctuation in monthly KPI outturns but also show how volumes can vary month to month.

→ Calls Answered 2018.19 year to date (chart 5)

- Again monthly fluctuations around the outturn of the KPI are evident and a positive current position is indicated for this KPI despite occasional monthly dips.

→ Call Volumes (chart 6)

- An observation in this graph is the fluctuations in demand. This picture is reflected in all our call queues, though the timing of peaks and troughs often vary.
- Volumes vary significantly in this queue between a low of 5,000 calls in August to a high so far **this year** of over 7,100 in April.
- For information, March volumes (annual billing) are also shown in the volumes chart to show the biggest numbers in any year with over 8,900 calls



COUNCIL TAX & BENEFITS

- Council Tax Collection
- Benefits – New Claims Processing

KPI L10 - Council Tax In Year Collection

This KPI is critical to SBC and is based on the amount of the current year Council Tax collected within the financial year.

→ The Challenge in Calculating progress:

- Bills are issued each March but a challenge for ongoing reporting purposes is that the value of Council Tax owed by residents changes every day.
- On a daily basis Benefit is awarded or withdrawn; discounts are applied or removed; new properties come into the list or are taken out.

→ Routinely we track this year against progress in previous years but “in month” changes make comparison indicative rather than definitive, eg:

- The 2018.19 percentage is behind last year (chart 7) but is impacted by a £802k increase in the collectable amount compared to a £335k in the same period last year.
- As an alternative view, Cash collected is £3m ahead (chart 8)
- As a result an empirical view derived from officers experience and understanding of the ongoing fluctuations is likely to be of more use, in this case, than the data itself - the current assessment of progress for this year is positive.

Chart 7 - Year to date collection to November (%'age)

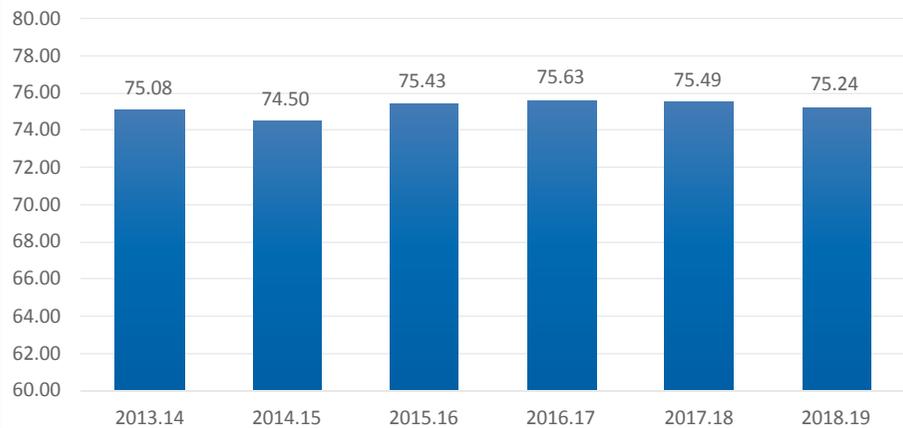
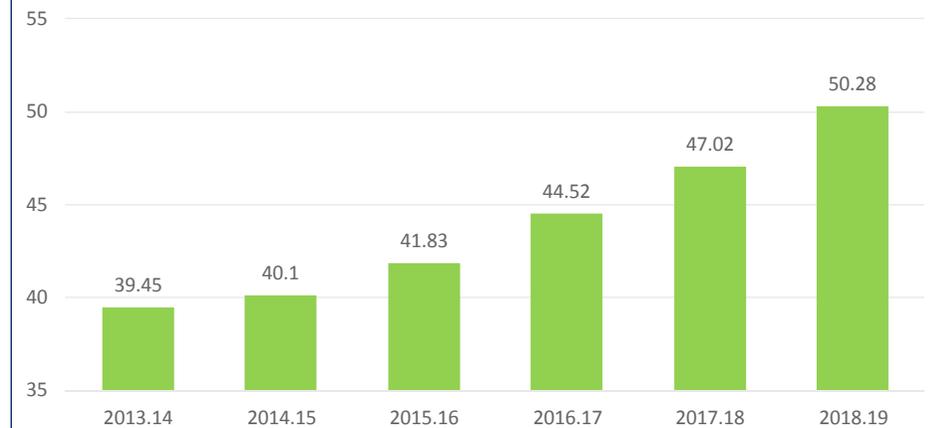


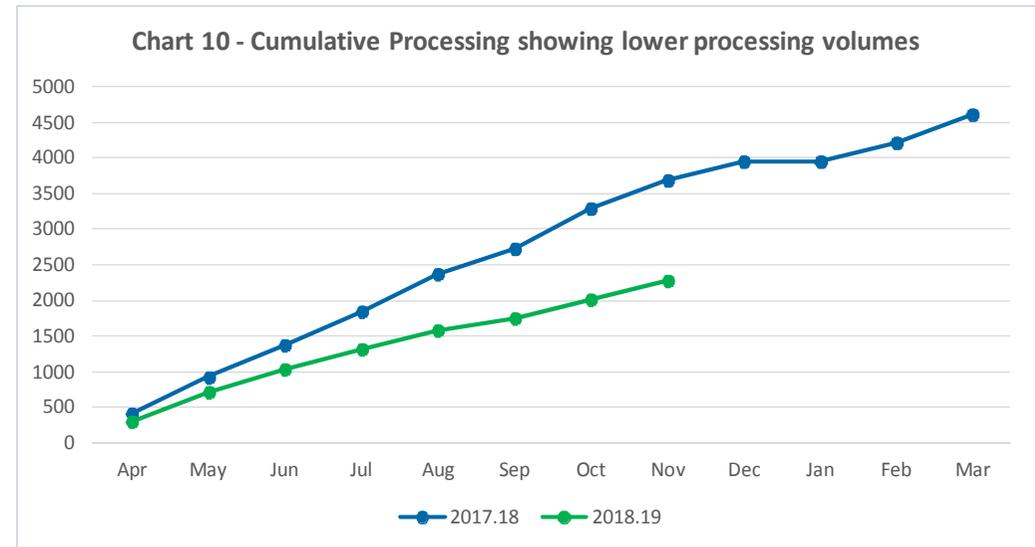
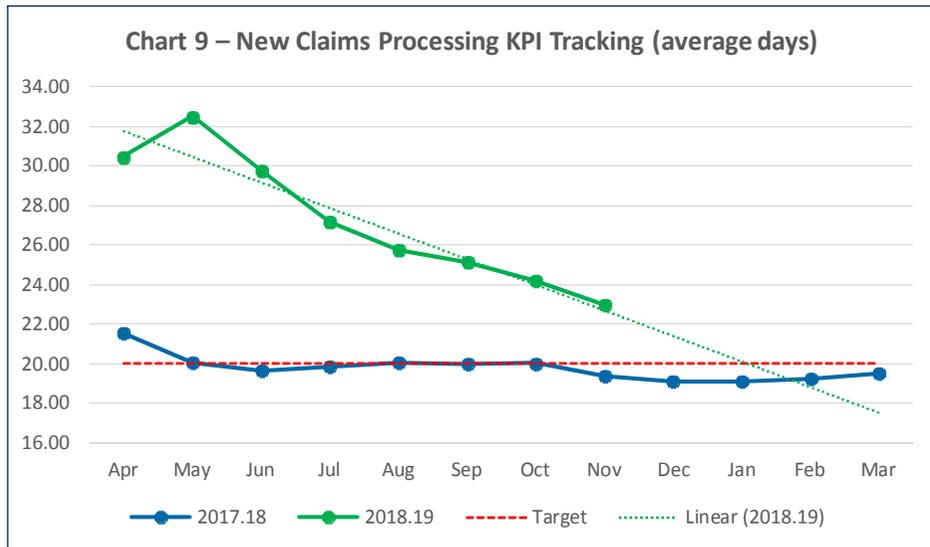
Chart 8 - Year to date collection to November (£m's)



KPI L13a - Average time to process a Benefits Claim.

This KPI measures the time it takes to process a new application for Benefits.

- The demands of understanding, implementing and managing New Claims alongside the introduction of Universal Credit (UC) - (chart 9)
 - At the beginning of the year there was significant demands on this KPI inc staff training and general preparation for UC.
 - Despite additional funding support the early year performance was significantly behind that for 2017.18
 - There has been a concerted effort to understand how best to manage this KPI in the “new Reality” of UC. Since May 18 monthly improvements have been seen.
- The key pressure to this KPI from UC – (chart 10)
 - The UC roll-out picks up the less complex cases first leaving SBC to administer a reducing but more complex caseload.
 - This KPI measures **average** processing time and the loss of the quicker to resolve “simple cases” does little to ease the KPI position despite a lower volume of cases.
 - Another element in the “UC mix” is the increasing amount of information coming from DWP to be reviewed and actioned for existing benefit claims – ref KPI HB03



Thank you

Contact: Kurt Goldman | kurt.goldman@arvato.co.uk

2018/19 Quarter 2 KPI's									
KPI	KPI Description	Assessment Duration	Target	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
Customer Services									
CS01A	% of customers Ctax customers whose enquiry commenced within 30 minutes.	Annual	74.00%	46.03%	35.50%	38.65%	80.30%	77.86%	79.70%
CS01B	% of CTS & HB customers whose enquiry commenced within 30 minutes.	Annual	74.00%	80.43%	83.40%	87.70%	69.82%	75.57%	79.56%
CS01C	% of Housing Services customers (Homelessness) whose enquiry commenced within 30 minutes.	Annual	72.00%	100.00%	100.00%	99.61%	98.30%	100.00%	98.70%
CS01D	% of Housing Services customers (non Homelessness) whose enquiry commenced within 30 minutes.	Annual	75.00%	96.29%	96.34%	96.17%	89.65%	94.95%	92.84%
CS01E	% of Reception (General) Customers whose enquiry commenced within 30 minutes.	Annual	93.00%	98.56%	97.86%	93.72%	78.85%	87.14%	90.14%
CS02	Respond to Electronic contact within 10 working days, or pass to relevant section 1 working day.	Annual	70.00%	42.35%	73.84%	76.08%	86.04%	87.25%	54.12%
CS03A	% of Ctax calls offered to the ACD answered within SLA.	Annual	48.00%	46.31%	38.82%	43.76%	61.02%	69.29%	42.03%
CS03B	% of CTS & HB calls offered to the ACD answered within SLA.	Annual	87.00%	90.44%	86.18%	81.51%	92.37%	94.40%	87.78%
CS03C	% of Housing Services calls (non homelessness) offered to the ACD answered within SLA.	Annual	47.00%	41.41%	41.63%	38.94%	55.73%	63.88%	41.86%
CS03D	% of Housing Services calls (homelessness) offered to the ACD answered within SLA.	Annual	47.00%	35.73%	36.96%	40.46%	51.87%	63.67%	41.86%
CS03ci	%'age of Housing Services (Non-Homelessness) Calls answered	Annual	78.00%	85.38%	81.80%	76.42%	85.38%	81.80%	76.42%
CS03di	%'age of Housing Services (Homelessness) Calls answered.	Annual	80.00%	79.68%	84.22%	78.21%	87.48%	90.43%	82.22%
CS03E	% of Adult Services calls offered to the ACD answered within SLA.	Annual	78.00%	75.71%	78.78%	77.57%	84.64%	81.71%	73.64%
CS03F	% of Children's Services calls offered to the ACD answered within SLA.	Annual	78.00%	73.89%	79.39%	72.41%	84.35%	80.08%	74.05%
CS03ea	% of Adult Social Care Calls Answered.	Annual	90.00%	90.33%	92.48%	88.52%	94.10%	93.55%	92.91%
CS03fa	% of Children's Social Care Calls Answered.	Annual	90.00%	90.58%	92.96%	86.92%	89.63%	92.75%	89.73%
CS03g	% of General Service calls offered to the ACD answered within SLA.	Annual	63.00%	66.77%	68.95%	68.20%	76.67%	72.18%	56.31%
CS03ga	%'age of General Calls answered.	Annual	85.00%	89.48%	87.40%	87.82%	88.85%	89.63%	88.98%
CS05	% Blue Badges and Bus Passes issued made which have all the supporting documentation supplied issued within 10 days of application.	Annual	93.00%	100.00%	99.63%	100.00%	96.81%	95.88%	98.97%
CS06	% of Local Welfare Provision applications made which have all the relevant supporting information supplied which were issued within 24 hours of application.	Annual	92.00%	100.00%	100.00%	100.00%	99.24%	100.00%	100.00%
PI01A	Percentage (%) of the complaints received upheld or partially upheld.	Annual	25.00%	0.00%	50.00%	33.33%	100.00%	100.00%	0.00%
PI01B	Percentage (%) of the complaints answered within 10 working days.	Annual	90.00%	66.67%	100.00%	100.00%	100.00%	100.00%	100.00%

Achieved
Ahead of Target
Failed
Behind target



Transactional HR and Payroll Services									
THRP01	Input all Payroll transaction changes received by the deadline.	Monthly	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
THRP02	Transmit BACS payments by required deadline.	Monthly	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
THRP03	Transmit all submissions (electronic files and payment) to HMRC and other statutory bodies.	Monthly	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
THRP04	All administration for new appointments specific to work permits and CRB checks are completed within 5 working days.	Quarterly	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
THRP05	Payroll accuracy Errors with financial implications.	Monthly	99.80%	99.80%	99.80%	99.80%	99.80%	99.80%	99.80%
THRP06	Provide payslips to all SBC staff.	Monthly	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Transactional Financial Services									
CA02	Control all money / cash management.	Monthly	0.10%	0.01%	0.05%	0.03%	0.02%	0.00%	0.06%
CA10	Preparation of daily bulk cash banking.	Monthly	99.80%	99.99%	99.89%	99.99%	99.99%	99.99%	99.99%
L28	% of Debt collected within 60 days of due date.	Monthly	95.00%	96.73%	97.94%	98.52%	97.73%	96.92%	95.67%
L29	Overall % rate of collection	Monthly	96.50%	97.12%	96.93%	96.72%	98.60%	98.65%	97.95%
L29b	% of unsecured debts which are more than 12 months old.	Monthly	8.00%	6.11%	6.67%	7.37%	7.68%	1.06%	0.98%
RA7	Manage, control and reconcile year end process.	Annual	100.00%	N/A	N/A	N/A	N/A	N/A	N/A

Quarter2 KPI's									
KPI	KPI Description	Assessment Duration	Target	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
Revenues and Benefits									
BR30	Collection of Business Rates arrears.	Annual	98.00%	98.43%	98.43%	98.44%	98.48%	98.47%	98.47%
BR32	Valuation list updates completed within 14 days.	Annual	97.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
HB01	Accuracy HB / Ctax Entitlement.	Annual	88.00%						
HB03	Review Benefits entitlement decisions.	Annual	10 Days	9.77	8.89	9.54	9.26	9.07	8.95
HB38	Proactively recover overpayments.	Annual	22.00%	1.94%	4.53%	6.43%	8.75%	10.25%	11.43%
L10	Council Tax in Year Collection.	Annual	96.70%	12.72%	22.01%	31.12%	39.96%	48.59%	57.47%
L11	Council Tax arrears Collection.	Annual	98.00%	98.12%	98.14%	98.16%	98.18%	98.25%	98.22%
L12	NNDR in Year Collection.	Annual	97.30%	9.78%	19.73%	30.31%	39.07%	47.66%	56.61%
L13a	Average time to process a Benefits Claim.	Annual	20 Days	30.46	32.49	29.72	27.15	25.76	25.13
L16	Level of LA Errors.	Annual	0.48%	0.45%	0.39%	0.42%	0.40%	0.43%	0.37%
L17	User Satisfaction measurement.	Bi-annual	85.00%						
SR1	Statutory Returns.	Annual	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
PI	Percentage (%) of the complaints upheld or partially upheld.	Annual	25.00%	57.14%	50.00%	30.00%	33.33%	0.00%	66.67%
PI	Percentage (%) of the complaints answered within 10 working days	Annual	90.00%	100.00%	100.00%	100.00%	50.00%	66.67%	100.00%
ICT									
ICT1a	IT Service Desk Response (Abandoned Calls). Reported Monthly	Annual	70.00%	93.90%	91.80%	90.20%	89.50%	91.44%	90.40%
ICT1b	ICS/IAS Service Desk Response (Abandoned Calls).Reported Monthly	Annual	70.00%	90.90%	92.70%	79.50%	85.60%	73.30%	82.90%
ICT2	User Satisfaction	Annual	80.00%	*	*	*	*	*	*
ICT3	Service Desk Response (Incidents: First Line Support)	Annual	70.00%	71.79%	74.70%	82.50%	73.30%	75.90%	78.40%
ICT04a	Desktop IT Facilities Installation (Standard). Reported Monthly	Annual	70.00%	93.33%	100.00%	96.70%	96.30%	100.00%	93.10%
ICT04b	Desktop IT Facilities Installation (Non Standard). Reported Monthly	Annual	70.00%	100.00%	100.00%	100.00%	100.00%	91.90%	89.70%
ICT5	Network Infrastructure Availability voice and data communications	Annual	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT6	Voice Network Availability Split between VOIP and analogue	Annual	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT7	Critical Application Availability	Annual	98.00%	99.95%	99.90%	99.88%	99.80%	99.80%	100.00%
ICT8	Non-Critical Application Availability	Annual	95.00%	*	*	*	*	*	*
ICT9	Non Service Desk Incident Resolution	Annual	95.00%	96.77%	100.00%	95.50%	95.80%	100.00%	100.00%
ICT10	Project Request Response (New Work)	Annual	80.00%	*	*	*	*	*	*
ICT11	Incidents Requiring a Visit by an IT Technician (< 4 working days)	Annual	75.00%	94.44%	100.00%	95.00%	100.00%	95.00%	100.00%
ICT12	Service Desk Response (Service Request: First Line Support)	Annual	70.00%	82.43%	79.40%	82.20%	84.40%	80.10%	80.40%
ICT13	Performance reporting	Annual	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ICT14	Resolution of senior leadership and elected members.	Annual	80.00%	100.00%	100.00%	100.00%	100.00%	80.00%	100.00%
ICT15	Service Request Resolution: Non IT Service Desk Staff	Annual	Baselining	84.92%	87.80%	85.90%	92.30%	87.90%	88.40%

Achieved
Ahead of Target
Failed
Behind target



Logistics									
MH05	Collect and process post for dispatch (RM).	Monthly	95.00%	95.00%	94.00%	93.00%	95.00%	96.00%	96.00%
MH07	Process PPI from Benefit.	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
MH09	Process Benefit cheques within 24 hours of receipt.	Monthly	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
MH11	Collect and process post for dispatch (TNT).	Monthly	95.00%	92.00%	90.00%	87.00%	91.00%	95.00%	95.00%
MH Courier 1	Deliver to all schools and libraries within the Borough on agreed schedule.	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.00%
MH Courier 2	Deliver to all corporate buildings on agreed schedule.	Monthly	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
MH Courier 3	Collect from and deliver to, the DX courier office on agreed schedule.	Monthly	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.00%
DIP Service	Batch, scan & index docs received within 24 hours of receipt.	Monthly	95.00%	89.00%	88.00%	89.00%	93.00%	97.00%	96.00%

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 10th January 2019

CONTACT OFFICER: Timothy Howells
Public Health Programme Officer (SBC)

SERVICE LEAD: Dr Liz Brutus
Service Lead Public Health (SBC)
(01753) 875142

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

CHILDHOOD OBESITY UPDATE1. **Purpose of Report**

To provide the Committee with an update on work being undertaken by Slough Borough Council (SBC) to reduce levels of childhood obesity.

2. **Recommendation**

The Committee is recommended to support the expansion of the holistic 'Active Movement' programme to all early years settings and across all Secondary Schools to ensure that Slough children are provided with the best start in life to be active and look after their weight. This will also ensure a continuous pathway of behaviour change to reduce sedentary behaviour and inactivity from early years through to primary and secondary schools and on into adulthood.

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

Work to address obesity in children supports the following priorities of the strategy:

1. Protecting vulnerable children
2. Increasing life expectancy by focusing on inequalities

3b. **Five Year Plan Outcomes**

The reduction of childhood obesity also supports the following Five Year Plan outcomes:

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

4. **Other Implications**

(a) **Financial**

There are no financial implications of this report.

(b) **Risk Management**

There are no risk management implications arising from this report.

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

There are no Human Rights Act implications. Tackling obesity in children and adults is an important function of public health, especially for Slough Borough Council.

(d) **Equalities Impact Assessment**

The production of this report has not required the completion of an Equalities Impact Assessment.

5. **Supporting Information**

Corporate Performance Regarding Childhood Obesity

- 5.1 Childhood obesity is tracked by SBC and has been part of corporate reporting to Cabinet and Overview and Scrutiny Committee. At the last reporting for this indicator, the prevalence of children starting reception classes with 'excess weight' had fallen below both national and regional averages. This had led to the indicator, which had been an area of concern to SBC, reporting as 'green' for Quarter 4 of 2017 – 18. However, the proportion of children at the end of primary school who had 'excess weight' was still above both national and regional averages, and was rated 'red' as a result.
- 5.2 Childhood obesity has remained a local priority for a number of years and is an integral part of the 5 year Forward Plan. Children who are overweight or obese are at greater risk of developing health problems in childhood, including type 2 diabetes, problems with breathing such as Obstructive Sleep Apnoea (OSA) and problems with joints and bones including joint pain and Slipped Upper Femoral Epiphysis (SUFE). Due to this greater risk of illness, children who are obese are also more likely to be absent from school due to illness. ¹
- 5.3 In Slough in reception year 21.1% of children are overweight or obese compared to 22.6% in England and 21.4% South East. However the picture worsens dramatically when we reach year 6, where in Slough 41.6% are overweight or obese compared to 34.2% in England and 30.6% in the South East.

¹ NK Gungor et al, Overweight and Obesity in Children and Adolescents, 2014, Lancet [Internet], available on www.ncbi.nlm.nih.gov/pmc/articles/PMC4293641

Progress Made

- 5.4 The underlying causes of obesity, especially in childhood are complex. They as much reflect wider social factors, such as household income, local deprivation levels, community traditions and perception of access to safe and attractive outdoor space as individual factors such as knowledge of healthy lifestyles and individual personal choices. This highlights the key role the wider council plays in addressing obesity. While the results may take longer, the council's work to tackle family poverty, educate children, boost employment prospects and improve and regenerate the built and green environment all help tackle obesity in adults and children alike.
- 5.5 While many of the more visible interventions that Public Health lead are targeted at the individual, Early Years and Schools provide 'settings' which allow us to influence a healthier background environment and support a 'community' eg a school's students, staff *and* parents, to manage more sustainable change as 'normal every-day life'. With that in mind, Public Health are leading a number of initiatives as detailed below:

Active Movement

- 5.6 'Active Movement' is Public Health's holistic behaviour change programme to reduce levels of sedentary behaviour and help tackle our inactivity crisis, a key contributor to childhood obesity. We commissioned 'Active Movement' in late 2017 as a pilot with two children centres, five primary schools and two secondary schools to explore how we could holistically engage with all pupils, teachers and their families to encourage life long learning of the importance of being physically activity and the negative health consequences of extended periods of sitting.
- 5.7 Following successful integration in the pilot schools and overwhelmingly positive feedback from students, teachers and parents, in June 2018 Public Health re-commissioned 'Active Movement' to deliver this intervention across the majority of Slough primary schools. This service now being rolled out to sixteen primary schools which will mean twenty one (of the thirty) Slough primary schools will have this behaviour change programme.
- 5.8 The end of year report from the pilot settings is being compiled as they have now reached the end of the first 12months. (It is anticipated that this first 12month report will be available by the end of the financial year 2018/2019, followed by a full independent service review at the end of the financial year 2019/2020. This will include a control school and review of both qualitative and quantitative data.) Early indications suggest that the service has been overwhelmingly successful at reducing sedentary behaviour and increasing low level physical activity.
- 5.9 Reporting from the Children Centre pilot sites has also been positive. Data collected for the first year shows that Active Movement contributed towards an 8% increase in children showing an expected level of progress in physical development compared with previous years, when the data was fairly static. This has not only had an impact on their physical development but also on children's behaviour. The number of children showing expected levels of development in managing their feelings and behaviour also rose by 5.2%.
- 5.10 Feedback from a mother of a two year old: "Active Movement has helped me and my children think about how important it is to be keeping active. This has benefitted all of us as we are now walking and exercising more. Instead of my

children going to school in the car they now ride their bikes to school. I have also realised by doing this it has helped me with my weight, as I now have gone down a size in my trousers. I am very happy with the progress me and my family have made and Active Movement really helped me with realising the importance.”

- 5.11 Feedback from a mother of a three year old: “This has had an impact on my son’s learning, but also on his behaviour as well as he does not get frustrated all the time. I have also realised the food we ate did not help as we had takeaway on most nights, but now I cook fresh meals which has had health benefits for both me and my child as we are starting to lose weight.”
- 5.12 With the support of the Early Years service we have subsequently re-commissioned ‘Active Movement’ to deliver this service across all 10 Children Centres to start in January 2019.
- 5.13 The wider ‘Active Movement’ programme has become a more holistic wellbeing service through the integration of two other elements. We have been working with Oxford Health NHS Foundation Trust and our commissioned oral health programme, to widen the offer to ‘Active Movement’ venues to include support around tooth brushing. This utilises the ethos of behaviour change and e.g. standing to brush your teeth, across all the settings. We have also been working with Berkshire Healthcare NHS Foundation Trust to integrate the primary school flu vaccination programme into ‘Active Movement’ sites, utilising the same ethos of behaviour change and e.g. standing to have the flu nasal spray etc.

Let’s Get Going

- 5.14 Let’s Get Going (LGG) is a twelve week Public Health lifestyle intervention provided to Slough primary schools with the highest rates of childhood obesity. Over the past twelve months we have delivered this intervention to three primary schools and one community site with fifty-seven families taking part.
- 5.15 The 2018 service led to a 55% reduction in the consumption of sugary drinks and food, 68% reduction in sedentary behaviour, 57% maintained or reduced their BMI centile and an 88% increase in physical activity.
- 5.16 We are continuing our work on the LGG programme through delivery to three additional primary schools and two community venues in 2019.

The Daily Mile

- 5.17 Twelve primary schools and six thousand pupils are now walking, jogging and running every day for 15minutes. The public health team have been supporting schools to expand on this programme and to integrate into the ‘Active Movement’ programme. Resources and tailored support have been provided to help shape the roll out of this national initiative.

Other activities delivered through partners

- 5.18 **Healthy Schools/Settings Framework** – Working alongside the Early Years Service and the ‘Schools Effectiveness Team’ Public Health has successfully funded two new posts to coordinate a Healthy Settings approach across Early Years settings and Schools in Slough. One post will work across all early years’

settings in Slough (Health Improvement Officer), and look to support them with gaps in provision of health and wellbeing. The second post (Health and Wellbeing Project Officer) will work alongside primary and secondary schools to provide them with a framework to support health and wellbeing and support schools to address their gaps in provision. This post will work closely with the 'Active Movement' programme, but will also pick up primary schools that we have yet to engage with. These two posts will be funded by the Public Health team for two years and could include in-depth work on mental health, specifically with Slough secondary schools.

- 5.19 **Real Play** – This scheme is a service provided by the Slough School Sport Network and is based on the concept of 'play'. It's delivered as an afterschool club to parents, families and children, teaching them the importance of social and physical interaction. In 2017/2018 the programme has trained 25 teachers from 13 schools.
- 5.20 **Better By** – The 'Better By' team who sit within Transport have been working on a range of interventions to support sustainable travel and modal change. The two elements of this programme which will have an impact on reducing childhood obesity are:
- 1) Bikeability – This element of the project supports schools and students with making the shift to cycling. They provide training, support and resources to encourage more children to cycle to school. So far in 2018 they have successfully provided cycling support to 242 primary school children.
 - 2) Walk Once a Week with Living Streets – This element of the project provides support and resources to primary schools to encourage their pupils to walk to school once a week. They provide incentives to pupils to make a positive change to their behaviour. In the 2018/2019 financial year they aim to work with 9 primary schools, and are currently in the recruitment phase of the project.
- 5.21 **Active Slough** – The leisure team have continued their work to drive up levels of physical activity across the borough. Their most recent "Active Slough Programme" provides seventeen different inclusive sessions for 5-11 year olds across Slough to get active, to help complement the offer to primary schools. Part of the wider strategic work of the leisure team includes the £62million investment into capital builds which has expanded and diversified the leisure and activity offer for residents. This offer includes twenty-one Green Gyms and trim trails in outdoor spaces, the refurbishment of Langley Leisure Centre, Salt Hill Activity Centre and the Ice Arena, as well as the development of the brand new leisure centre "The Centre" due to open in spring 2019. Approximately 2,200 children take part in weekly swimming and ice-skating lessons across Slough.

6. **Comments of Other Committees**

This piece of work is of regular discussion at the Slough Joint Wellbeing Board and feeds into the #BeRealistic campaign.

7. **Conclusion**

7.1 There is an increasing trend of childhood obesity at Year Six and with that, the continuing pressures that excess weight and rising inactivity rates pose to the wider community. The Public Health team are continuing to work through expanding on current initiatives, working with key partners to encourage a 'whole systems approach' to tackling the problem and continuing to keep this issue at the forefront of what the council does.

7.2 In early 2019 a new 'qualitative research project' will be commissioned to explore in depth health beliefs of the local population and get a better understanding of health literacy and attitudes towards health of some of our more established communities. This project will focus on some of the key health inequalities that are faced by the borough including:

1. Immunisations
2. NHS Health Checks
3. Oral Health
4. Social Isolation and Loneliness
5. Mental Health and Wellbeing
6. Obesity
7. Physical Inactivity

It is expected that the results of this research project will help the public health team, and the wider council, commission more effective services and allow us to better communicate key health messages with the local community.

8. **Appendices**

None.

9. **Background Papers**

None.

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 10th January 2019

CONTACT OFFICER: Michael Hainge – Consultant (Contract Management)
(For all Enquiries) Kamal Lallian – Neighbourhood Contracts and Business
 Services Manager
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PART I
FOR COMMENT & CONSIDERATION

CONTRACT MANAGEMENT – OVERALL POLICY AND REPAIRS, MAINTENANCE AND INVESTMENT CONTRACT

1. **Purpose of Report**

To provide the Overview and Scrutiny Committee with an update on Slough Borough Council's (SBC) contract management procedures and the progress made by the new Repairs, Maintenance and Investment (RMI) service partner in their first year.

2. **Recommendation**

- a) The Committee is recommended to note the contents of this report.
- b) Given the timescales of reporting to Committee, officers respectfully request that members note that the RMI report is an indicative report to be reviewed by the RMI Strategic Management Board at its meeting on 24th January.
- c) The Committee is recommended to receive twice yearly strategic overview of contractual performance of the RMI partnership, from April – March to fit with budget monitoring and financial reporting for both partners. A summary report to be provided in May 2019 for 2018/19.

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

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

The efficient procurement and management of contracts at SBC underpins the delivery of the Strategy's priorities, namely:

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

3b. **Five Year Plan Outcomes**

Contract management also supports SBC's work across all outcomes, namely:

- 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

The expenditure on contracts at SBC is outlined in Section 5 of this report. The specifics regarding the RMI contract are also given here, and in Appendix B of the report.

(b) Risk Management

There are no recommendations in this report which require risk management. The proposals for future scrutiny of contract management are outlined in Section 2 of this report.

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act or other legal implications connected to this report.

(d) Equalities Impact Assessment

The compilation of this report has not required an Equalities Impact Assessment.

5. **Supporting Information**

5.1 At its meeting on 13th September 2018, the Overview and Scrutiny Committee took an item on contract management. This covered the audit undertaken by RSM regarding policies in the area SBC had been operating, the changes for future policy that were proposed as a result of the audit and SBC's commitment to implement these. As a result, this agenda item was commissioned, which will cover the following areas:

- The progress made on the policies specified by the RSM Audit Action Plan
- The Contract Management Framework supporting this
- How the RMI contract has seen these policies in practice

5.2 Contract management, as part of the overall Commercial Strategy, has been considered by CMT which has approved the strategy and the creation of a new corporate commercial function. The Commercial Strategy is at Appendix A.

5.3 A summary of progress made delivering the internal audit recommendations is as follows:

Recommendation	Progress	Next steps
Create a corporate contract management framework	Complete	New corporate team implements the framework across SBC
Ensure contracts' register is up to date	Complete and continuing	Ensure internal discipline reporting changes and updates to the procurement team is maintained.
Categorisation of contracts	The categorisation model has been agreed and forms part of the commercial strategy.	New corporate commercial team applies the model to all existing and future contracts
Create a three year forward procurement plan	Work continues but requires additional resource.	The new corporate commercial team will be the owners of the three year plan.
Carry out a spend analysis to identify all off-contract and rogue	Not yet commenced.	The new corporate commercial team will routinely carry out spend analysis and take appropriate action.
Design and seek approval for a new governance structure and process	Complete, as reflected in the commercial strategy.	Implement as part of the new corporate commercial team.
Create a corporate contract management team	Proposals for a new commercial function – to incorporate all commercial elements including procurement and contract management – have been agreed by CMT and are being implemented	Complete the creation of the new team and implement the commercial strategy
Creating a learning and development package for staff	Options are under consideration include those provided by the Chartered Institute of Procurement and Supply and The International Association of Commercial Contract Management.	Agree a learning and development programme with HR and roll out across SBC.
Consideration of adoption of a contract management software system	Further consideration of a software system will be undertaken once the steps set out above are completed.	Await completion of recommendations above.

Contract Management Framework

5.4 CMT agreed to adopt the national Audit Office Good Practice Contract Management Framework, published in December 2016. This is incorporated in the Commercial Strategy.

5.5 Similarly, the contract categorisation model was agreed by CMT and forms part of the Commercial Strategy.

Hybrid Approach

- 5.6 The internal audit report also considered the alternative approach to managing contracts, whether through a centralised, de-centralised or hybrid model.
- 5.7 CMT agreed to adopt the hybrid approach and this is reflected in the contract categorisation and governance model, set out in the Commercial Strategy.

The Repairs, Maintenance and Investment (RMI) Contract

Initial Position at Start of Contract

- 5.8 When the 15 year Interserve contract was approaching its end, it was clear that due to the significant passage of time, the contract was no longer fit for purpose and it was therefore timely to undertake a holistic review of the contracted services and take the opportunity to look at different ways for the council to deliver its repairs, maintenance and investment services for its housing stock. Through extensive consultation with key stakeholders including members, staff, tenants and leaseholders, a number of issues were identified, including:
- Unclear lines of responsibility and accountability between departments (e.g. housing, property services)
 - Contract described as “self governing” with inadequate quality checks
 - Budget control compromised with 90% of all invoices raised without purchase orders against Council Financial Regulations
 - Inadequate IT platforms, reporting tools and processes with data sitting with the contractor - little or no data provided on repairs performance;
 - A specification and contract that was dated and ill-suited to the council’s current needs, did not focus on outcomes and was too rigid in practice;
 - Insufficient weight given to the management and recovery of recharges;
 - A lack of additional services on offer to tenants and a lack of transparency on service charges;
 - A lack of information on Landlord’s Statutory Compliance;
 - An absence of ‘asset intelligence’; the evaluation of repairs data to inform pro-active maintenance, capitalisation of repairs and identification of stock obsolescence.
- 5.9 A revised scope of services was therefore agreed, together with a delivery model that would achieve the ultimate aim of developing a practical solution that would also provide a good strategic fit with the Council’s 5 year plan and its wider future plans.
- 5.10 Following a comprehensive procurement exercise, including a two stage competitive dialogue process and presentations to residents and Members, Osborne Property Services Limited (Osborne) were appointed in June 2017 as the Council’s service partner for an initial contract term of 7 years with a potential maximum of 3 further years. The contract was live from 1st December 2017.

Improvements Made by New Partnership

- 5.11 The report attached at Appendix B is an indicative report of the ‘first year’ of operation (1st December 2017 – 30th November 2018). Members are asked to

respectfully note that the report is to be reviewed by the RMI Strategic Management Board at its meeting on 24th January and a final report for 2018/19 will be available in May 2019.

5.12 The report highlights the challenges faced in the first year and the improvements, performance and service delivery by Osborne and a summary of the Partnership's forward plan. Some key features of the contract that have supported improvements from the previous provider include;

- **Co-location** – In accordance with industry best practice, the contractual agreement required that the SBC client team co-located with its service partner. Osborne and the RMI client team are co-located at Hawker House, with Osborne as Head Lessee. This has facilitated close transparent partnership working, supported by a robust governance structure. Benefits include, more efficient and timely decision making and a contract governance process which does not rely upon telephones/emails but focuses on face-to-face discussion to deal with matters as they arise.

Hawker House has also presented an opportunity for innovation for the council, where other teams have been able to co-locate alongside the client team, meeting the aspirations of the council's flexible working policy whilst enhancing locality working in the borough.

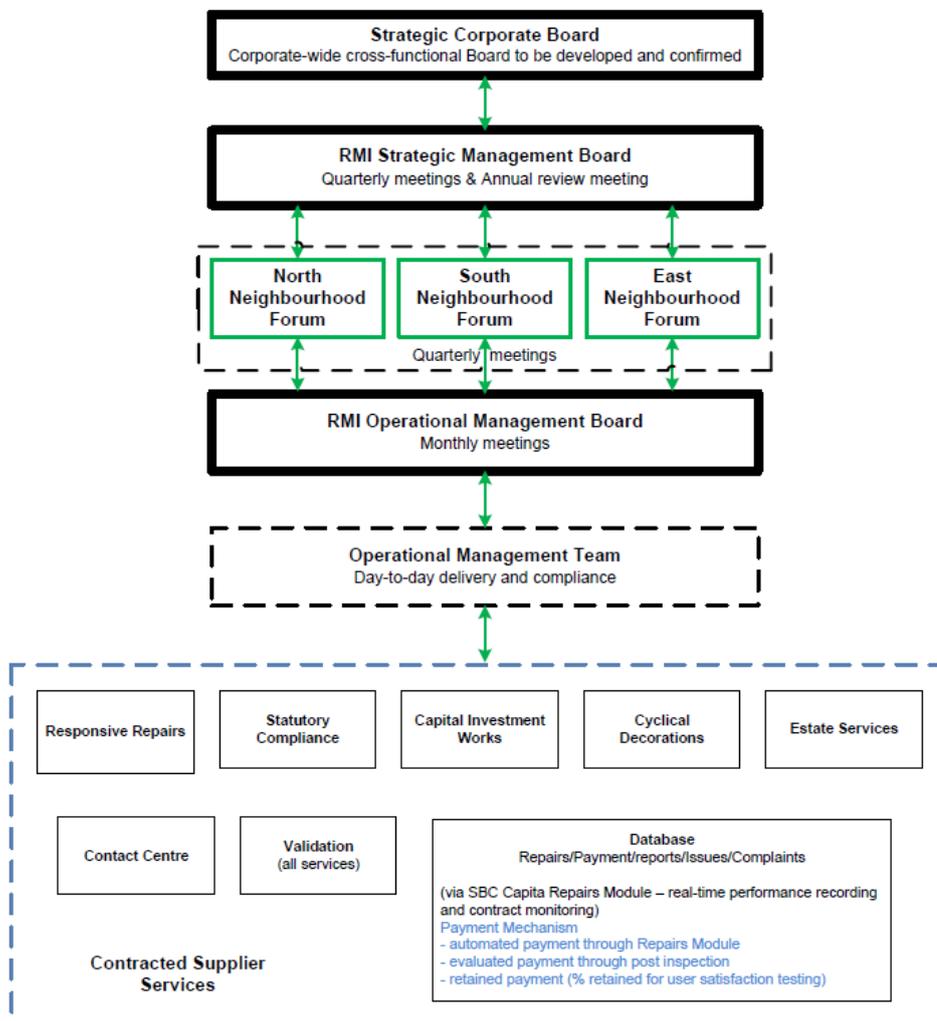
- **Payment Mechanism** - Purchase orders raised and Contract Administrator instructions issued before any works are undertaken by Osborne. A payment process comprising a monthly application for payment from Osborne and agreed timescales for review by the client team to issue certificates of payment detailing the invoice amount that SBC have agreed to pay. Issues identified and resolved within contracted time parameters and addressed before invoices are raised, for example, the challenges identified at an early stage with the caretaking service and the subsequent adjustment to payments made due to the reduction in service in some areas. Due to the detailed verification processes in place to support applications for payment, all activities undertaken are evidenced by Osborne to progress the certification process. The client team also undertake 10% quality assurance checks of works completed. It should be noted that the client team have made deductions of £70k against failure to meet performance in accordance with contractual requirements in the first 6 months of the 2018/19 financial year. This will be subject to review in March 2019 in accordance with the contract and pending enhancement of service delivery necessary payments may be made.
- **IT Interface** - The payment process is further enhanced by a fully functional live IT interface where all repairs information and associated invoices are readily available on Capita. Journal transfers are made at the point of payment of invoices providing full visibility of budget position across all cost centres, ensuring rigid budget control at all times. In addition the IT interface enables SBC to have data at hand to deal with enquiries from residents or to log repairs. The interface also enables reports and trend analysis of data (further information in the report attached) and information to populate the service charges module in Capita removing the reliance upon manual processes adopted with the previous provider.

Governance

- 5.13 The Governance of the contract and how it is managed on a day-to-day basis is a key requirement of SBC's ambition for strong and robust contract management and with the Interserve contract described as "self-governing" it was imperative that lessons were learned and industry best practice followed. This has included the personnel involved in the procurement also engaged in contract management. Including professional post graduate contract management qualification and expertise from consultants in the absence of the council ability to appoint to the client team structure as job evaluations have been significantly below market expectations, resulting in two failed recruitment attempts (see point 5.16 below).
- 5.14 The Governance structure for the RMI Partnership is documented in Schedule 2 of the contract and was specifically tailored to meet the expectations of strong governance and contract management set by the Contract Administrator (CA), John Griffiths, Service Lead for Housing Development and Contracts. The contract manager has delegated responsibility on behalf of the CA to issue instructions and orders to Osborne and take day-to-day decisions. The contract governance and monitoring officer is responsible for managing the governance of the contract and keeping all records in order.

The diagram below shows how the governance is set up.

RMI Contract Operational Governance Structure



5.15 The governance structure is made up as follows:

a. Operational Management Teams (aka Sub-Groups)

- Responsible for monitoring and managing day-to-day operations, including health and safety, safeguarding and quality assurance
- The sub-groups are chaired by the lead client team officer and membership comprises of representation from neighbourhood teams and Osborne, ensuring ownership and accountability.
- Terms of reference are agreed and groups meet monthly (sometimes more frequently when additional engagement to manage service delivery is necessary)
- Minutes and joint summary reports are produced for the Operational Management Board following each meeting, highlighting issues, new risks, decisions required, delivery of milestones
- Currently there are 9 subgroups:
 - Commercial
 - Performance
 - Statutory Compliance
 - Repairs, Voids, Caretaking & Cleaning
 - Capital Investment
 - Customer Experience
 - IT
 - Social Return on Investment
 - Communications

b. *Operational Management Board (OMB)

- Responsible for receiving reports from the sub-groups, reviewing the risk register, making and recording operational decisions on the agreement register, resolving issues and managing overall service delivery, partnership relationships, budget management and forward planning and innovation.
- Chaired by the SBC contract manager, with client team representative and the Account Director, Operations Director and Performance and Improvement Manager from Osborne. Pending reports received from the sub groups further attendees are invited for specific agenda items.
- Terms of reference are agreed and minutes produced and reports and agendas prepared for the Strategic Management Board including an annual review report, preparing notices for contract variation.
- Decisions may be escalated to the CA and Managing Director (MD) of Osborne. Both the SBC contract manager and Osborne Account Director regularly meet with the CA and MD respectively, who in turn will receive updates and reports from OMB and discuss any areas of escalation.

c. Neighbourhood Forums

- Forums are arranged quarterly in each neighbourhood by the neighbourhood managers who also chair the forums.

- The SBC contract manager and the Osborne Account Director attend each forum and present performance information and share information about activity in the local area.
 - These forums require further development but are a key facet of the governance as each neighbourhood will have different needs and the forums provide an opportunity to meet with Osborne and share feedback. As part of Social Return on Investment, Osborne undertake specific projects in each neighbourhood and the forums provide an opportunity to develop and shape projects and activities.
- d. *Strategic Management Board (SMB)
- Meets quarterly, responsible for reviewing the partnership, ensuring services are being delivered in accordance with the contract, providing a strategic overview, resolving any disputes and consider the annual review presented by OMB.
 - Membership comprises from SBC, the Contract Administrator, Director for Regeneration and Commissioner for Housing. Osborne are represented by The Managing Director, Account Director and Operations Director.
 - The board will consider government changes in legislation and SBC policy objectives which may impact on delivery of services
 - Review year on year improvement targets and actions plans and work towards transition to a revised strategic payment and performance model
- e. Strategic Corporate Board
- The vision for this board is being developed by SBC as part of the contract management framework. John Griffiths, Contract Administrator, envisioned that such a body should be set up to ensure the council's major contracts are effectively aligned and where possible, working collaboratively so there is a seamless continuum of services in the borough. By building this into the governance arrangements Osborne have made a commitment to be part of such a forum.

*SBC representation on these groups are being reviewed as part of the SBC restructure of Housing Services and Neighbourhood Services announcement on 2nd November.

5.16 Client Team Recruitment

Following the recent announcement of change in structure to Housing Services and Neighbourhood Services, a revised structure and JDs have been prepared for HR evaluation to appoint a permanent client team and a specialist recruitment agency has been procured to support the council. The current client team of consultants has been invaluable in ensuring the contract has got off to a good start and contract management best practice is embedded, the value of this specialist skill cannot be underestimated and provides valuable lessons for the council. However, it is important that a permanent team is appointed as early as possible and the council recognises that having the right skills to manage contracts effectively is paramount to maximising VFM and quality service provision.

5.17 **Lessons Learned**

The Service Lead and Contract Administrator, John Griffiths, recognises that a number of lessons have been learnt from procurement, through to mobilisation, the bedding in period, to date. As such, a lessons learned workshop has been arranged in January 2019, which will be facilitated by Clare Priest, Strategic Programme Management Office Manager and attended by key contributors to the procurement exercise, mobilisation and key officers supporting the contract since 1st December 2017. Documenting the lessons learned will provide a valuable resource for future programmes of work to procure, mobilise and manage a contract in its first year of operation.

6. **Comments of Other Committees**

This report has not been considered by any other committees of SBC. The views of Overview and Scrutiny Committee at their previous item on the matter on 13th September 2018 are discussed in Section 5.1.

7. **Conclusion**

Good progress has been made in developing the commercial strategy and implementing the recommendations of RSM audit report. The outcome of the first year of the RMI partnership shows good service delivery and a robust forward plan has been prepared to drive service improvements in the year ahead.

8. **Appendices Attached**

- 'A' - Slough Borough Council Commercial Strategy
- 'B' - RMI Partnership Report (Draft) (Dec 2017 – Nov 2018)

9. **Background Papers**

Agenda Papers and Minutes,
Overview and Scrutiny Committee 13th September 2018

Slough Borough Council

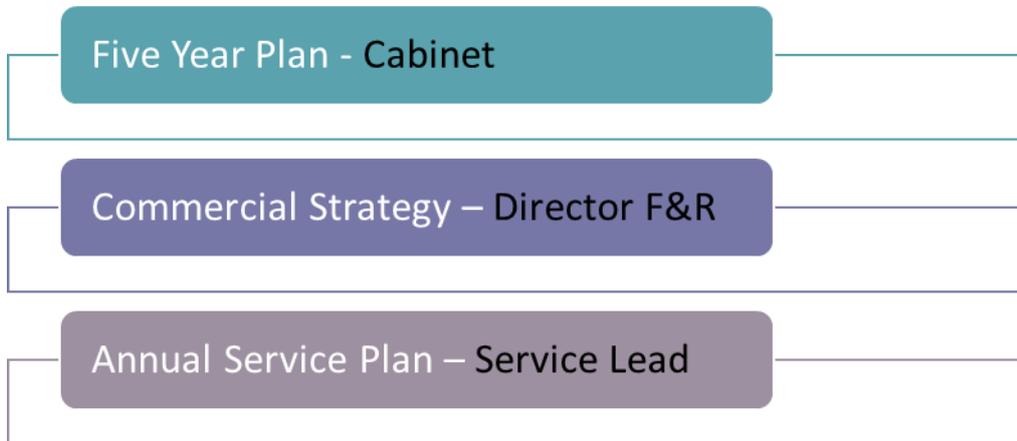
Commercial Strategy 2018

final version

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1. Strategic aims

1.1 The Commercial Strategy 2018 exists within a clear hierarchy from the highest-level strategy to actual delivery:



1.2 The scope of this Commercial Strategy covers the following areas / activities:

- Procurement and contract management
- New business
- Profit and loss accounts and the application of triple bottom line principles to all existing and proposed traded or charged for activities, including new business
- The creation, operation and closure of all commercial vehicles such as companies, limited liability partnerships and joint ventures
- Learning and development approach to build and sustain commercial skills in the council.

1.3 The aim of the Commercial Strategy is to:

- Support the SBC transformation programme and Five Year Plan
- Ensure all current and future contractual arrangements deliver the maximum possible value in social and financial terms for the residents and businesses of Slough.
- Create new opportunities and deliver new ventures to create value in social and financial terms.
- Create a commercial culture and practice amongst SBC staff that supports these aims, support the delivery of existing services and related outcomes and provides additional job satisfaction, constructive challenge and opportunities for career development.
- Support the Council's key strategic aims more broadly

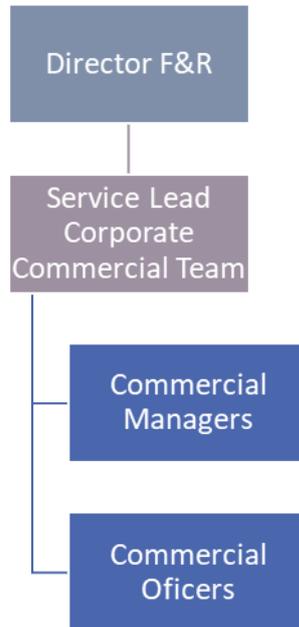
2. Governance and accountability

2.1 Proportionate governance arrangements are essential to make sure that commercial decision making and associated operational, financial and risk management are all carried in out in an effective and controlled manner.

- 2.2 Members and officers have critical roles to play in helping deliver the strategy and ensuring governance and accountability measures are relevant, proportionate and are complied with.
- 2.3 The roles of members and officers are reflected in their respective constitutional roles. For members, this is largely their role on full council, the scrutiny process and through the decision making of Cabinet, Cabinet Members and other committees.
- 2.4 Given the volume and complexity of the Council's commercial activities, reflected in this Commercial Strategy, the number, complexity and speed of decision making required in the future suggests that the creation of a new committee should be considered, the Cabinet Commercial Committee. Subject to agreement, it is proposed that certain executive functions should be delegated to this committee. See Appendix One for proposed details. This is in addition to current constitutional arrangements (which are unchanged) concerning matters such as procurement decisions.
- 2.5 Membership of the Cabinet Commercial Committee would be in the gift of the Leader and would comprise of no fewer than three Cabinet Members. Officers will advise the Committee and as a minimum this will include the Director of Finance and Resources, the Monitoring Officer, the Service Lead, Commercial and the Commercial Companies Manager.
- 2.6 Officers carry out their roles in delivering this strategy under the leadership and management of the Corporate Management Team and through the usual management arrangements at departmental and service level.
- 2.7 The requirements of this document align, as closely as possible, to the existing constitutional requirements of SBC. For example, officers' and members' codes of conduct and spend authorisation limits apply to all activities described.

3. Delivery of the Strategy / Executive Summary

The Council has created a new corporate commercial team to work with all service areas in fulfilling each of the themes of this strategy. The team is led by a Service Lead who reports directly to the Director of Finance and Resources. The team will also take direct responsibility and accountability for some contracts and commercial activities as agreed in the service's annual service plan and as instructed by their Director.



The key functions of the corporate commercial team are:

3.1 Procurement and contract management

- Implementation, development and management of the contract management framework and governance processes;
- Ensuring constitutional and legal requirements relating to procurement and contract management are met
- Managing contract risk at strategic, operational and tactical level
- Providing contract management training and development
- Taking a lead role in supporting, developing and planning for contract management from the commissioning stage for all future re/procurements.

3.2 Developing new and existing business (taking into account 3.3 below)

- Applying commercial expertise to existing charged for services to minimise cost of delivery and maximise quality
- Helping services to create business cases for new and existing businesses
- Encouraging all staff to bring forward ideas for savings and income generation
- Evaluating these ideas and developing them, where appropriate, into outline business cases.
- Once approved, supporting the development of more detailed business cases, business launch and migration to business as usual.

- Running a monthly P&L review for charged for activities, examining previous month's performance against forecasts (see 3.3 below)
- Keeping abreast of developments in commercial approaches and activities in the public sector and in Slough as a place
- Leading and advising the council on major commercial opportunities and investments

3.3 Triple bottom line accounting

- Working with Finance to establish a true profit and loss account for each charged for service, incorporating corporate overheads on the cost side.
- Working with Finance to ensure allocation of corporate overheads truly reflect the actual costs incurred in the service activity.
- Working with the services in evaluating the social impact of service delivery and developing measures that can be tracked over time.
- Working with SBC colleagues to ensure the environmental impacts are captured, where possible to align with the council's carbon reduction plan and environmental quality initiatives.
- Keeping up to date with developments in this area locally and internationally and developing as a centre of expertise for SBC and beyond.

3.4 Commercial vehicles: companies, partnerships and joint ventures

- Acting as expert advisers on the formation, operations and closure of all commercial vehicles, such as limited companies, partnerships and joint ventures.
- Ensuring that any proposals for the creation of a new commercial vehicle are justified in commercial terms, are tax efficient, lawful and authorised in a manner consistent with the Constitution.
- Identifying all existing commercial vehicles and making sure appropriate governance and reporting mechanisms are in place.
- Acting as a central point of administration for all records relating to commercial vehicles
- Coordinating and meeting statutory reporting requirements to organisations such as companies house, HMRC, the Charity Commissioners etc as appropriate.

3.5 Training and development

- Working with HR colleagues to identify training and development needs across SBC in respect of the commercial matters set out in this strategy
- Designing and delivering, or sourcing, opportunities to meet the training and development needs.
- Tracking and evaluating the benefits of the training and development provided.
- Develop and maintain a schedule of employees and their individual commercial skills and capabilities to allow them to act as a point of informal advice and guidance in the role of commercial champions.

4. Procurement and Contract management

4.1 Procurement

The council's procurement strategy is informed by the National Procurement Strategy for Local Government in England 2018, published by the Local Government Association. The strategy focuses on three key themes:

- showing leadership
- behaving commercially
- achieving community benefits

In addition to the themes, the strategy identifies four enablers:

- developing talent
- exploiting digital technology
- enabling innovation
- embedding change

The Procurement Strategy may be found at Appendix Two and a straightforward checklist / aide memoire may be found at Appendix Three

4.2 The Council's Constitution sets out the processes to be followed for procurement in the Contract Procurement Rules and the Procurement Operating Procedures. These documents may be found at Appendices Three and Four respectively.

4.3 In respect of contract management, SBC have adopted a contract management framework, based on the National Audit Office Good Practice Contract Management Framework of December 2016, see Appendix Five.

4.4 The Framework sets out a series of requirements in 11 areas:

- Planning and guidance
- People
- Administration
- Managing relationships
- Managing performance
- Payments and Incentives
- Risk
- Contract development
- Supplier development
- Supplier relationship management
- Market management

4.5 The corporate commercial team will work with service areas and put into place processes and support that ensures the requirements of this framework are met.

5. New business opportunities

- 5.1 Any new business opportunity that requires investment or re-allocation of existing resources above a certain value needs to be supported by a business case. The decision on whether to support a new business case will be made in accordance with the existing scheme of delegation of spending in the SBC Constitution.
- 5.2 All staff are encouraged to come forward with new business ideas and a corporate scheme, Supporting Great Ideas facilitates this. The scheme evaluates high level ideas and supports the most promising ideas by helping the originator create an outline business case. These are then prioritised in terms of potential profit and speed of deployment. Once an outline business case has been created, it is assigned a sponsor from SLT. See Appendix Six and Seven for details
- 5.3 CMT will consider new business cases monthly.
- 5.4 The response to new business cases will generally be Go, Stop or Wait. Wait is important to make sure that potentially viable business cases are not dispensed with if the timing is wrong or if a revised proposal would be viable.
- 5.5 The business case will be expected to address a comprehensive range of issues including (but not limited to):
- The value proposition
 - The market
 - The competition
 - Capability, capacity and credibility
 - Costs and revenue, including break-even point
 - Risks and risk management
 - Appropriate trading vehicle
- 5.6 Responsibility for the portfolio of investment in new business cases rests with the Director of Finance and Resources. The Director will need to ensure a balanced approach is taken to risk and opportunity, considering the whole range of business cases underway or in contemplation.
- 5.7 The performance of each business case will report to the monthly P&L review, run by the corporate commercial team. The strategic position on new and current business cases will be reported to CMT periodically.
- 5.8 It is important to keep the performance of each business case under close monitoring. Failing business cases need to be shut down quickly and successful ones need to be supported, where possible, to increase growth and profits rapidly.
- 5.9 Once the new business opportunity has been established as a viable and ongoing concern, the performance of the business will be transferred to business as usual, being managed as part of the relevant departmental operations and budgets.

6. Triple Bottom Line Accounting

Triple Bottom Line Accounting, or TBL, is a concept that was developed by John Elkington in the mid 1990s. TBL seeks to go far beyond the traditional accounting approach that focuses solely on financial matters and instead seeks to include social and environmental impacts as well. The benefits are that the three dimensions are considered along side each other ensuring that decision making, reporting and future planning take into account all relevant data.

Although TBL was developed originally for the private sector, it works at least as well, if not better, in the public sector where social impact is a fundamental purpose of providing public services. Initially, TBL is being applied to services provided for which a charge is made.

The units of measurement are, by necessity, going to be different for each element:

- Financial elements are expressed in numerical, currency terms.
- For the social elements, measures will be developed and be relevant to each service and then be categorised under the Five Year Plan outcomes (see below).
- The environmental element is captured where possible to align with the council's carbon reduction plan environmental quality initiatives.

6.1 Financial

The financial elements are relatively straightforward and take into account revenues and costs to arrive at a net figure. This provides a gross position before central overheads are applied, which then provides a net position.

It is important to note that payment for services breakdown into three areas:

- Charges set by statute
- Charges calculated on no more than a cost recovery basis
- Charges where a profit may be made

The charges are normally set by Cabinet in an annual Fees and Charges report. For future years, consideration needs to be given to delegating the setting of charges where a profit can be made to directors, in consultation with the relevant Cabinet Member, to allow more agility and responsiveness to market conditions.

6.2 Social

The SBCs Five Year Plan sets out very clearly the social ambitions of the council and it is right that the TBL approach reflects how individual services contribute to the Plan in each aspect:

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

The Social element of our TBL reports will set out how each outcome is supported by the service in question. Where possible, a measure of this contribution will be defined and this can then be tracked over time.

6.3 Environmental

There will be some cross-over between the social impacts and the environmental ones. The environmental impact of operational service delivery should also be taken into account. For example energy usage and use of materials and equipment that have an impact on the environment. The council already run a range of programmes and initiatives designed to minimise environmental impacts and these should be referred to where relevant. Measures should be developed to show how service impacts change over time. This will, in turn, be able to contribute to a wider position for the council.

7. Commercial Vehicles

7.1 Choice of commercial vehicles

Local government commercial activity in respect of charging and trading is subject to a range of statutory requirements. In some circumstances the Council must use a limited company through which to trade and in others it has the choice whether to do so or not.

7.2 In all cases there are tax implications (VAT and Corporation Tax for example), potential implications for staff and for local businesses. Advice should always be sought from commercial, legal and tax specialists before a decision on which vehicle to use, if any, is made.

7.3 A brief guide to local authority trading is at Appendix Eight

7.5 Creation of commercial vehicles

Before a new commercial vehicle is created, a number of matters must be addressed, including:

- the objectives of the business
- The investment and other resources required to achieve those objectives.
- What options for delivering this are – including benefits and dis-benefits of each
- An assessment of the best option
- What form the commercial vehicle should take
- A consideration of the taxation and potential State Aid issues
- Consideration of the impact of Brexit
- How the vehicle will achieve cost reductions for the Council
- How the vehicle will generate cash for reinvestment in the Council rather than just profits for reinvestment in the Commercial vehicle's growth.
- An initial business plan (ideally no less than 5 years) and a matching financial cashflow forecast including how start-up will be funded (including any risks the business may face and how significant these risks are, and the expected financial results of the business and projected dividend payments to the Council, together with any relevant outcomes that the business is expected to achieve
- Evidence, normally backed by legal opinion, that the option is not ultra vires
- The Business Plan will be rigorously scrutinised and any Business Plan that does not demonstrate a clear understanding of the requirements set out in Appendix Seven is likely to be rejected.

Providing that the issues above are addressed satisfactorily and the commercial vehicle is given the go-ahead, further matters must be addressed:

- Who and how the commercial vehicle will be staffed – internal staff seconded (on a full, part-time or occasional basis) or direct employment
- When the vehicle provides services to the Council, a detailed service level agreement.
- Clear Statement of cost recovery arrangements to a level that would be expected if the services were being procured from a third party.

- Clear statement of which costs of setup will be funded by SBC and which will be attributed to the commercial vehicle.
- Clear explanation of how the commercial vehicle will generate surplus cash to be returned to the Council in the form of dividends or stock splits and what level of reinvestment of profits is expected.
- Explanation of the risks to the Council's reputation which may arise from the commercial vehicle's operation and how they will be managed
- Assets – where will the commercial vehicle operate from, what IT will it use, what data does it need etc – see using assets section below. What consideration the commercial vehicle will pay for their use.
- Financial arrangements – any loan or capital, who the commercial vehicle will bank with, accountancy, VAT and corporation tax considerations, insurances etc.
- Clear statements of the controls that SBCC will require the commercial vehicle to put in place, and any audit processes that SBC may require
- Media & Communications – how will the messages be communicated, how will you get to your customers, how will they contact you etc. The relationship between SBC Customers and any other commercial vehicle customers, and a clear role/responsibility understanding between SBC and the commercial vehicle .

7.6 Administration of commercial vehicles

7.7 The Council has appointed an officer to be responsible for the administration and coordination of all companies and limited liability partnerships, the Commercial Companies Manager.

7.8 The Commercial Companies Manager is responsible for maintaining all commercial vehicle documents, records, registers, decisions, resolutions and related matters and for ensuring these are kept in a readily accessible format.

7.9 The Commercial Companies Manager is also responsible for all legal requirements relating to filing information at Companies House and HMRC and that associated payments are made, such as confirmation statements and annual accounts, VAT and corporation tax returns and payments.

7.10 The Commercial Companies Manager is an adviser to the Cabinet Commercial committee and works closely with the boards of the companies and partnerships in which the Council has an interest.

7.11 The current companies, partnerships and joint ventures in which the Council has an interest are at Appendix Nine

7.12 Appointment to commercial vehicles

7.13 Whilst it is within the gift of the Cabinet Commercial Committee to make appointments to the boards of commercial vehicles, it is important that appointees are able to demonstrate their competence to fulfil the role to which they are appointed.

7.14 As part of the commercial training and development programme, the Service Leads for corporate commercial and HR will define the minimum competencies required to be appointed to a commercial board, a means of assessing whether appointees meet this standard and a supporting learning and development programme to help appointees meet the standard and maintain their competencies over time.

7.15 The HR Service Lead will also offer advice and guidance, on a case by case basis, where SBC staff are seconded to commercial vehicles or work as part on a joint or dual employment basis.

7.16 Commercial operations

7.17 Commercial vehicles will be required to satisfy SBC in respect of several issues as part of their normal operations. These include:

- Ensuring appropriate indemnities and insurance policies are in place
- Compliance with relevant legislation such as the Companies Act, the Bribery and Corruption Act, the GDPR etc
- Ensuring procurement by any Teckal company must comply with the Public Procurement Regulations
- Satisfying SBC audit requirements
- Identifying and managing conflicts of interest
- Accounting standards and practice, in particular social value requirements
- Use of and payment for SBC corporate services such as IT, HR, Payroll, Finance etc
- Legal advice
- Tax and VAT advice

Each commercial vehicle will also be required to provide reports to the Cabinet Commercial Committee on the following basis as a minimum:

Description	Frequency	Content
Updated three-year business strategy	Annually	<ul style="list-style-type: none"> - Alignment to shareholder strategies - Long term goals - Performance targets and measures - Long-term Performance reports - Structure and personnel - Risk management - Conflicts of interest management
Annual business plan	Annually	<ul style="list-style-type: none"> - Executive Summary - Business Description - Performance targets and report - Market Analysis - Organisation Management - Sales Strategies - Funding Requirements - Financial Projections - Risk management - Conflicts of interest management
Performance reports	Quarterly	<ul style="list-style-type: none"> - Performance against targets - Risk management - Conflicts of interest management

The Commercial Companies Manager calls for and collates these reports.

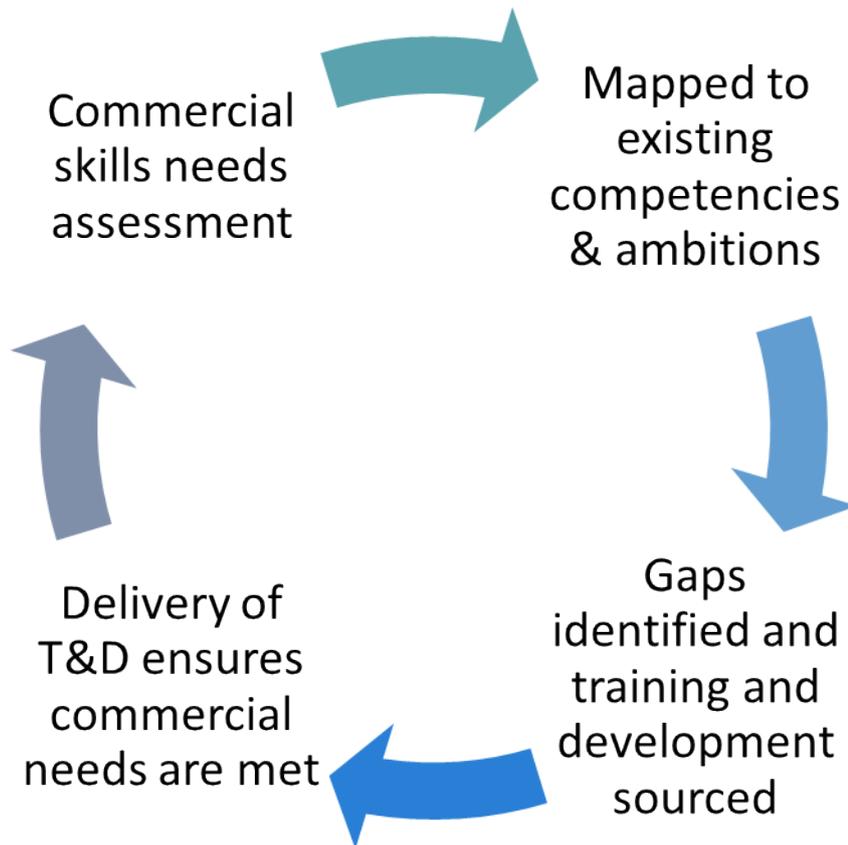
8.0 Learning and Development

8.1 Working with colleagues from HR, Finance and other parts of the council, the corporate commercial team will create a training and development plan to allow the council to meet its current and future needs in respect of commercial skills and capabilities.

8.2 Periodically, a needs assessment will be carried out to identify the commercial skills and capabilities required to deliver Service plans and the council's wider strategies and priorities. These will be mapped against staff competencies and their individual ambitions. Appraisals will be useful in this respect.

8.3 Both individually and in aggregate with other staff, a clear set of training and development requirements will be identified.

8.4 Commercial staff and SBC colleagues will then design and deliver / source appropriate training and development activities.



Appendix One – Cabinet Commercial Committee

Commercial Committee, Constitution and Terms of Reference

Members: 3 voting Councillors.

Quorum: 3 Councillors

Political proportionality: not applicable.

Co-opted Members: None

Substitute Member: Nominated Substitute who must be a Cabinet Member

Committee's Advisers: Director of Finance and Resources, Monitoring Officer, Commercial Companies Manager and external advisers, with relevant expertise, as the committee see fit.

1. Constitution

1.1 This is a Cabinet Committee with powers to discharge executive functions delegated to it by the Leader as set out below.

1.2 To undertake the shareholder functions of any company in which the Council holds shares or Partner functions in any partnership or limited liability partnership.

2. Membership

2.1 Three councillors. A nominated substitute member shall act in the absence of one of the Committee Members. The Director of Finance and Resources, Monitoring Officer, Service Lead Corporate Commercial team and the Commercial Companies Manager will attend the Committee as advisers.

3. Voting

3.1 In the event of an equality of votes, the decision will be referred to Cabinet.

4. Decision Making Powers

- a) To approve the creation of new companies or partnerships
- b) To approve the dissolution of companies or partnerships
- c) Appointment and removal of directors of companies / LLP boards including non-execs
- d) Delegations of authority to company / LLP boards
- e) Agreeing requirements for articles and shareholders' agreements
- f) Agreeing partnership agreements for LLPs
- g) Agreeing long-term business strategy proposals
- h) Agreeing annual business plans
- i) Approval of company or partnership purpose, brand and values
- j) Approval of company or partnership communication strategies and differentiation from SBC
- k) To approve and periodically review the Council's Commercial Strategy and associated plans
- l) To receive the accounts of any company or partnership in which the Council holds shares or has an interest.
- m) To receive reports of the activities of any company or partnership in which the Council holds shares or has an interest.
- n) To undertake any of the shareholder functions of any company in which the Council holds shares.
- o) To undertake any of the partner functions in any partnership of which the council is a party.
- p) Commercial investment decisions
- q) Financing by SBC including working capital and loans

Appendix Two – Procurement Strategy

1.0 Introduction

This procurement strategy is part of the overall Slough Borough Council Commercial Strategy 2018. Procurement and contract management affects the majority of Council expenditure and it is essential that during all stages, procurement and contract management are approached in a considered, deliberate and strategic manner.

That said, there are strong and important links to other commercial considerations and this strategy should be considered in the wider commercial and organisational context.

2.0 National context

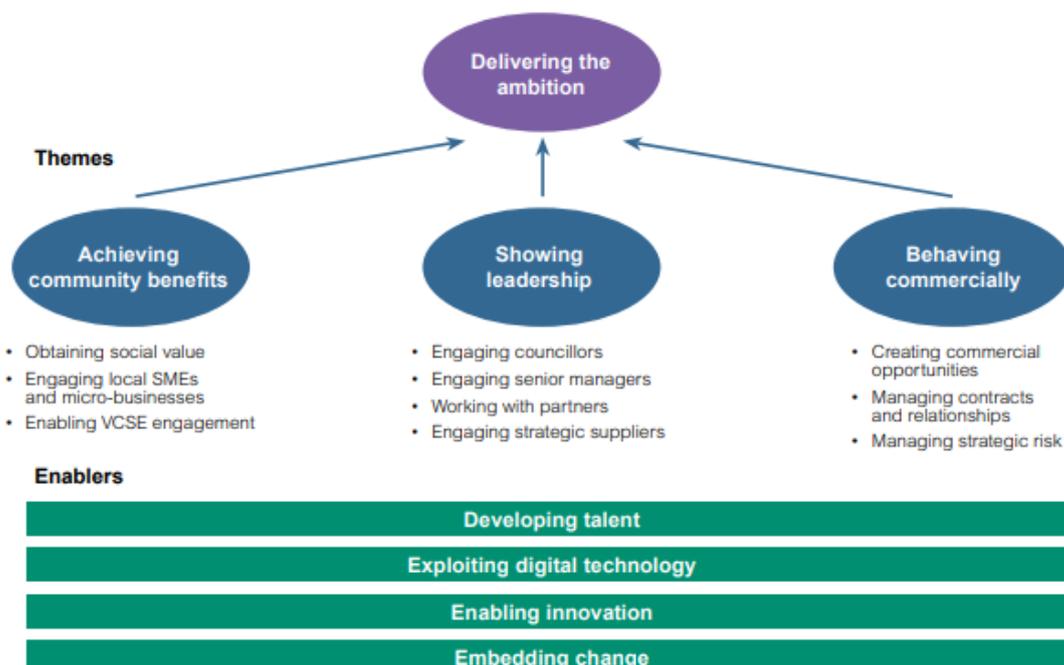
This strategy deliberately follows, and heavily borrows from, the Local Government National Procurement Strategy 2018 (published on 4th July 2018). Not only because this new strategy is eminently useful and adaptable to the Council's requirements, but also because it sets out a clear position for the supply side market, one with which they will be familiar. As Slough builds on its status as a nationally important centre for economic growth and innovation, suppliers need to understand with clarity what the Council, as a buyer, expects. This strategy seeks to set out these expectations.

3.0 Organisational context

The Council has decided to create a new corporate commercial team (see section 3 of the Commercial Strategy 2018). This team has responsibility for delivery of the wider Commercial Strategy as well as this Procurement Strategy.

4.0 Themes

The Council's ambitions are defined in the Five Year Plan. The Procurement Strategy and wider Commercial Strategy both explicitly align with these outcomes, as they should.



5.0 Showing Leadership

Councillors set the council vision and strategic priorities and must be satisfied that the procurement and commercial arrangements for their delivery are robust. Councillors make key decisions, particularly in major projects, and maintain oversight of the performance of key contracts, agreeing corrective action where necessary. Councillors need to be fully engaged in these roles. Councillor engagement needs to be supported through training, good procurement and commercial advice and reporting arrangements.

CMT value and benefit from procurement and commercial advice at the early stages of major projects. This is a two-way process requiring action by senior managers on the one hand and by procurement and commercial advisers on the other.

The council works as a single team to design and implement solutions for public services and commissioners/budget holders, and commercial and procurement advisers work together as part of that team.

The council takes a strategic approach to the management of relationships with the most important suppliers (otherwise known as Strategic Supplier Relationship Management). This activity should be carried out across departments and is most effective when done across the entire organisation.

6.0 Behaving Commercially

Creating commercial opportunities refers to how an organisation promotes revenue generation and value creation through the way it plans its major third party acquisitions (works, services and goods); reviews its business options (make or buy); engages with, and influences, markets and potential suppliers; seeks to support and encourage innovation; and promotes the development of new ideas and solutions to service delivery. The commissioning process will normally precede these activities and sometimes will overlap. Careful coordination and planning is essential.

There are many ways in which commercial opportunities can be created through the strategic management of the commercial cycle and the services and assets delivered through the contracts it creates. Commercialisation is a broad and important subject to the Council. The Commercial Strategy is complimentary to this strategy in this respect. This strategy is confined to how procurement activities should contribute to helping identify and create commercial opportunities

Our ambition is to work collectively to identify and exploit new commercial opportunities through market shaping and shared working with development partners and service providers. We see staff innovation and knowledge/information utilisation as a commercial opportunity.

Forward planning will be undertaken across the organisation for all strategic contracts. Opportunities to create new revenue streams is considered by all departments and for all relevant expenditure categories. All parties are encouraged to contribute ideas for revenue generation in the forward planning process. Forward planning for contracts will form an integral part of the organisation's budget setting and expenditure forecasting process.

Options appraisal includes seeking commercial opportunities and / or collaborative contracting with others in the sector as well as the creation of new models for delivering services. Procurement is an integral aspect of options appraisals. Again, the commissioning process will normally precede these activities and sometimes will overlap. Careful coordination and planning is essential.

Market and supplier research is used to shape and determine the content and timing of the procurement process used. Findings are also used to contribute to the risk management process and options appraisal process. Procurement is an integral aspect of market and supplier research and analysis.

Tendering is a commercial process and documentation must be prepared to make it attractive to take part and is focused on innovation and opportunities. Innovation is an important factor in the tendering process and should be scored at the evaluation stage. Tenders must have a legal / commercial balance so as to be focused on attracting the best bids. The commercial team must be involved from the planning phase onwards.

Performance reporting will include commercial and social benefits achieved as well as savings across the whole organisation. The commercial team will produce summary reports for CMT and elected Members monthly. An annual report for the Leadership team and potential delivery partners covering achievements and aspirations will be created.

Managing Contracts and Relationships

The Commercial Strategy sets out the Council's approach to contract management through the Contract management Framework. The framework covers 11 areas:

- Planning and guidance
- People
- Administration
- Managing relationships
- Managing performance
- Payments and Incentives
- Risk
- Contract development
- Supplier development
- Supplier relationship management
- Market management

Please see section 4 of the commercial Strategy 2018.

Managing Strategic Risk

Managing strategic risk refers to the impact of an external event, passing of a statute or illegal activity upon business as usual, reputation and/or financial health of the organisation.

The occurrence of any risk, particularly when it could be foreseen, can have a devastating impact on the organisation's reputation and the lives of the people it serves, the quality of the services that it provides, and even its financial viability.

The Council must take a proactive approach to strategic risk management and therefore identify all vulnerable areas and put mitigating policies and plans in place.

Risks relating to fraud and financial loss need to be managed by having systems in place to target both financial loss and fraud with a proactive approach to issues such as irregular transactions, duplicate payments, and fake creditors/invoices.

High risk suppliers and contractors with supply chain vulnerabilities need to be identified. Active management of, and reporting against, high risk suppliers and their supply chains must take place.

All contracts where **modern slavery** might occur should be identified. Appropriate reporting measures and compliance checks must be agreed and implemented by appropriate contractors.

External events can pose significant risks. It is important to keep abreast of the news, central government briefings and take appropriate action, as and when required. Contingency plans must be in place for all high value / risk projects and alternative service provision options should be identified.

7.0 Achieving Community Benefits

Social value refers to wider financial and non-financial impacts of programmes, organisations and interventions, including the wellbeing of individuals and communities, social capital and the environment. From a business perspective, it may be summarised as the net social and environmental benefits (and value) generated by an organisation to society through its corporate and community activities reported either as financial or non-financial performance (or both).

Social value is about improving economic, social and environmental wellbeing from public sector contracts over and above the delivery of the services directly required at no extra cost or where additional costs are visible and fully transparent.

Social value requirements will be applied to supplies, works and services above AND below OJEU thresholds. Requirements will be tailored to reflect size and scope of contracts and social value is embedded into all procurement routes where appropriate.

Individual named officer(s) will be given responsibility for managing and delivering social value across contracts, in line with SBC's approach to contract management. Relevant officers will be provided with social value training and resources to implement a social value strategy.

The social value inputs and outcomes obtained during procurement and contract management will align closely to the Council's Five Year Plan outcomes.

Social value requirements will be included in all tenders (contracts and frameworks). Relevant gateways and checks will be in place to ensure consistency in tenders, reflected in the Procurement Operating Procedures, along with processes to ensure lessons learnt and feedback are incorporated for continuous practice improvement.

Regular supplier summits will be held to build capacity and to seek market views. A market development plan will form part of the policy underpinning commissioning development. There will be a specific focus on the upskilling of local micro, small, medium sized enterprises, business and voluntary, community and social enterprise (VCSE) organisations.

A cabinet member will have direct oversight of social value performance. Social value will be embedded into commissioning and procurement practice, tools, resources and processes. Social value will be measured and reported on regularly.

ENABLERS

8.0 Developing talent

The Council will develop a planned approach to talent development in relation to future procurement and contract management workload including:

- Contracts pipeline
- Resourcing plan
- Competency framework
- Remuneration strategy
- Comprehensive training and development plan including provision for development of staff not currently in procurement or contract management roles
- Secondments to and from the private sector and VCSE sector

9.0 Exploiting Digital Technology

The Council will purchase and implement a proprietary procurement and contract management application to allow effective forward planning of all procurement processes and to underpin sourcing and procurement decision making. Performance monitoring and communications will be underpinned by dashboards and diagnostic tools provided by the relevant application.

10.0 Enabling Information

Outcomes will be based on procurement and market making as the 'standard' way of doing things. Innovative procurement approaches will not just be applied to technology but also to established services. Innovation in procurement and contract management will be mainstreamed and procurement techniques such as innovation partnerships and pre-commercial procurements will be used regularly when they are appropriate.

10.0 Embedding Change

The change in approach to procurement, outlined in this strategy, will be comprehensively applied across multiple projects and departments. Senior leaders will recognise the importance of procurement and contract management and promote this as a way of leading and managing organisational change. Procurement and contract management are key drivers of organisational change and will be embedded at all levels in the organisation.

Appendix Two(a)

Procurement Strategy Checklist

Good procurement is all about getting the best possible deal for our residents and local businesses. One of the ways we do this is by asking colleagues to consider the issues in this check list.

By answering all these questions (where they are relevant) you will be well prepared and able to execute the project well.

Purpose

- What are you procuring and why?
- Is this the first time we've done any procurement work for these services? Or have we procured them before? If so, what did we learn?
- What do we want to achieve for our residents and by when should we do it?
- What do the people who use the current service tell us about it?
- Do the current users like the service as it is, or should we make it better next time?
- Was there anything else the users and other interested parties told us about the current service when we spoke to them?
- Could the services be done in-house or in a different way?

Showing Leadership

- Which Cabinet Member is responsible for the success of this procurement work? What do they want to achieve from it for residents?
- Which officer is responsible for the procurement process overall?
- What are the top three ambitious things this procurement work will achieve and by when?
- Tell us how this procurement will help the areas we've already agreed are top priorities:
- Outcome 1 – Slough children will grow up to be happy, healthy and successful.
- Outcome 2 – Our people will be healthier and manage their own care needs.
- Outcome 3 – Slough will be an attractive place where people choose to live, work and stay.
- Outcome 4 – Our residents will live in good quality homes.
- Outcome 5 – Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.

Achieving Community Benefits

- How are we approaching the market with this opportunity to maximise community benefits?
- Are we talking to smaller, local suppliers and the voluntary sector to see how we can harness their innovation and skills?

- How many local businesses will have the chance to bid for the contract when we advertise it? And how can we make it easier for them to bid?
- How many local people could be employed on this contract when it's awarded?
- How many local people will have a chance to train in a skill or retrain, on this contract?
- Are we asking for bidders to commit to using the local supply chain?
- What other community benefits can be included which have a high value to Slough but low or zero cost to the bidders?
- Can we align community benefits we are seeking to existing corporate social responsibility programmes in bidders' organisations?

Behaving commercially

Resources

- How much money have we got to spend on these services over the next few years?
- Can we save money, compared to what we spend today?
- If we can, what are we going to do with the saving?
- Do we need to spend this money today to save more money in the future?
- Is the saving going towards the Council's overall savings target and if so, in which years?
- If we think the costs will go up, how are we going to find the extra money?

Market & Commercials

- Who are the current supplier (if there is one) and what is their service like?
- Who are the local businesses that could bid for this work?
- What did potential suppliers say about this procurement opportunity when we told them about it? Were they excited or worried about it?
- Did all the suppliers say the same or did some suppliers tell us different things?
- What would put them off bidding for the contract and how do we address that?
- What are the main parts of the services we want delivered? Can we group services together so we get the best tenders back in and allow local businesses to bid?
- What is the best length of contract? What did the suppliers tell us about that?
- Are there any TUPE or pensions issues that need to be considered?
- How should we score the tenders? Should it be 60% quality & 40% price, or something different?
- Are we doing an EU/OJEU tender or a different one? If you're not sure, then check with the corporate commercial team

Contract Management

- How will we make sure the supplier delivers everything we've asked for when the contract is awarded?

- What exactly are we measuring and how will that make sure that delivers what we need?
- How will the contractor be encouraged to perform well?
- How will we penalise the contractor if they don't do what they should?
- What do we know about contract management from the current service and how do we improve it?
- Who's going to manage the contract and the supplier when the contract is awarded?
- Does that person have the right skills and experience to do that or does the person need more training/experience now, before the procurement work starts?
- How can we make sure the contract stays relevant to users' needs and to our ability to pay?
- How much flexibility should we build in to the contract?
- Are there any things that, if the contractor does or does not do them, that would mean we should be able to end the contract?
- Towards the end of the contract, how will we make sure the current contractor continues to perform well?
- What do we need to put into place now that makes sure any change of contractor in the future is done with minimum disruption?

Project Management

- Who's responsible overall for the procurement work and for making sure the Councils goals are achieved?
- How is this project going to be managed and by who?
- When does the procurement work need to start and finish by?
- When are we asking Councillors and/or Cabinet to make important decisions, we need to go through a lot of stages. Have we given ourselves enough time or do we need to start earlier?
- Who's talking to service users and other interested parties and when?
- Who's talking to Councillors to update them and when?
- How are we managing budgets and risks?

Appendix Three – Contract Procurement Rules

Awaiting updated version from procurement team

Appendix Four – Procurement Operating Procedures

Awaiting updated version from procurement team

Appendix Five - Contract management framework, categorisation model and governance

PLANNING
Area 1: Planning & Governance
1. Contract ownership, management processes and governance mechanisms are clear with defined roles and responsibilities. There is a clear contract management plan which involves appropriately senior people at each level.
Area 2: People
2. Contract management is adequately resourced in proportion to the importance of the contract and the skills make-up of the team reflects the nature of the contract. The team have the range of skills, capability and experience to effectively and efficiently discharge their roles and responsibilities and are appropriately performance managed.
Area 3: Administration
3. An up to date (annotated with relevant agreed changes) hard copy contract is stored, logged and easily accessible with an operating manual where appropriate. All relevant correspondence in relation to contract changes is stored and easily accessible.
DELIVERY
Area 4: Managing Relationships
4. The relationship between both parties is clear and well defined, responsibilities are documented, there are structural and informal communication routes that include other stakeholders outside the contract manager (users of the contract, technical experts etc).
Area 5: Managing Performance
5. There is a comprehensive performance management framework in place with meaningful metrics and suppliers receive regular and routine feedback on their performance both formal and informal.
6. Clear documented processes are in place for managing problems efficiently and effectively. There is clear documentation of any disputes and their resolution.
Area 6: Payment & Incentives
7. There are appropriate defined mechanisms and processes to ensure that payments are made to the supplier in line with the contract including validation such as spot checks on invoices.
8. There are defined mechanisms and processes that are managed to ensure appropriate incentives relating clearly to outcomes. Where open-book or similar financial/pricing mechanisms are used open-book accounts can be mapped to real accounting events and internal reports in the supplier organisation.
Area 7: Risk

9. There is a risk management policy and risks are subject to ongoing review and assessment in line with organisational risk management processes. There is clear understanding by both parties of who is best placed to manage risks.

DEVELOPMENT

Area 8: Contract Development

10. Contract management staff understand the contractual terms including contract extension (services and duration), termination warranties, indemnities, insurance, security and confidentiality and dispute resolution.

11. Clear documented processes and governance are in place to manage contract changes and any changes are communicated and understood by both parties.

Area 9: Supplier Development

12. Processes are in place that clearly set out how supplier development activities will be planned, managed and governed. Clear processes for benefits measurement and capture are in place to ensure that supplier development is focused on continuous improvement and achieving value.

13. There is an understanding of what motivates and drives the supplier and development is aligned with the supplier's goals. Joint working or shared activities between the two parties benefit both. There are shared risk reduction programmes or activities and shared management activities to drive performance improvement.

Area 10: Supplier Relationship Management

14. A supplier relationship management programme is planned and structured with appropriate governance and senior ownership. The programme considers all the supplier's interactions across the organisation. There is a focus on continuous improvement and capturing innovation with a clear sense of what value is to be generated for both parties.

Area 11: Market Management

15. Market intelligence is used to maintain an understanding of the market and of alternative suppliers to inform benchmarking, contingency planning and strategies for future delivery. Exit planning and a strategy for when the contract ends is put in place in a timely manner and includes input from the contract manager.

16. The capacity and capability of potential suppliers is analysed. There is ongoing evaluation of emerging technologies and practices, and identification of opportunities from both immediate and parallel market sectors. Market making is undertaken where appropriate to stimulate competition and ensure that requirements can be delivered by the market.

Categorisation Model

Criteria / Category	Low	Medium	High
Overall contract value	Less than £500,000	£500,000 to £1m	Greater than £1m
Political interest	Rarely of interest	Of interest if performance is poor	Often of interest, may be public facing and likely to impact on core strategic objectives
Impact on council business	Commodity products / services where poor contract performance is not critical and alternative suppliers are readily available.	More specialised products or services where poor performance will impact on council services and reputation.	Critical services or products where poor performance will have a severe impact on council services and reputation
Sourcing complexity	Acceptable alternative options are available. The goods and services are easy to specify without specialist knowledge. The impact on the Council's operations is low in the event of supplier change	Alternative options are readily available or can be developed. Drafting the specification may take some time which may need some specialist input. Business impact can be significant in the event of change.	Alternative options may be available, subject to complex decision making criteria and lengthy procurement process. Specification is complex and requires specialist support. Change impact can be extreme; therefore, exit and service transition needs to be managed robustly.
Contractual complexity	Simple, clear and transparent contracts based on standard terms and conditions.	Moderate complexity, may need legal support for interpretation.	Complex, multi-faceted contracts that need detailed understanding and high level of commercial knowledge and legal support.
Performance complexity	Performance and delivery can be objectively evaluated.	Some subjectivity in evaluating contract performance.	High subjectivity in evaluating performance, delivering complex services.

Governance, structure and processes

The roles for corporate contract management have been identified using the RASCI methodology described as follows:

Responsible

Those who do the work to complete the task. There is at least one role with a participation type of *responsible*, although others can be delegated to assist in the work required and are designated as *Supporter*.

Accountable

The one ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those *responsible*. In other words, an *accountable* must sign off (approve) work that *responsible* provides. There **must** be only one *accountable* specified for each task or deliverable.

Consulted

Those whose opinions are sought (sometimes subject matter experts) and with whom there is two-way communication. Cabinet members would also fit this category.

Informed

Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.

Supporter

Those who assist the *Responsible* in completing tasks.

All contracts will be categorised into High, Medium or Low. The differing roles in respect of governance structures for staff and members in SBC are proposed as follows:

Roles / contract category	High	Medium	Low
Cabinet Member	Consult	Consult	Inform
CMT Member	Accountable	Consult	Inform
Service Leads	Responsible	Accountable	Accountable
Corporate commercial management Service Lead	Responsible	Responsible	Support
Commercial manager	Support	Responsible	Responsible
Subject matter expert (operational staff)	Support	Responsible	Responsible

Wherever possible, existing governance processes will be used to discharge the responsibilities of this model. For example, Cabinet briefings and reports, service area management team meetings and the Corporate Management team meetings. The existing financial standing orders will still apply, for example for contract value threshold authority levels.

The deployment and future development of the Contract Management Framework will supplement existing requirements of the Constitution. A gateway approach will be developed with appropriate sign off at critical stages that reflect the requirements of the Contract Management Framework.

Appendix Six – Supporting Great Ideas

Essentially, Supporting Great Ideas (SGI) is an ideas generation scheme focussing on revenue generation and cost saving ideas.

Staff at all levels are encouraged to submit ideas through a carefully orchestrated internal comms campaign, supported by an engaging portal on the intranet.

All ideas submitted will be acknowledged and originators given a modest gift, although this will not be made known in advance.

The ideas will be reviewed and the most promising given support to develop an outline business case.

Outline business case

- The high-level criteria for the outline business cases (OBC) are as follows:
 - The value proposition
 - The market
 - The competition
 - Capability, capacity and credibility
 - Costs and revenue, including break-even point and forecasts
 - Risks and risk management
 - Appropriate trading vehicle if required

CMT Sponsorship

One of the challenges of any organisation is to tap into, cherish and develop ideas from staff. Many may have little formal power or authority but, by virtue of being involved daily with the delivery of services, have powerful insights and ideas for improvement.

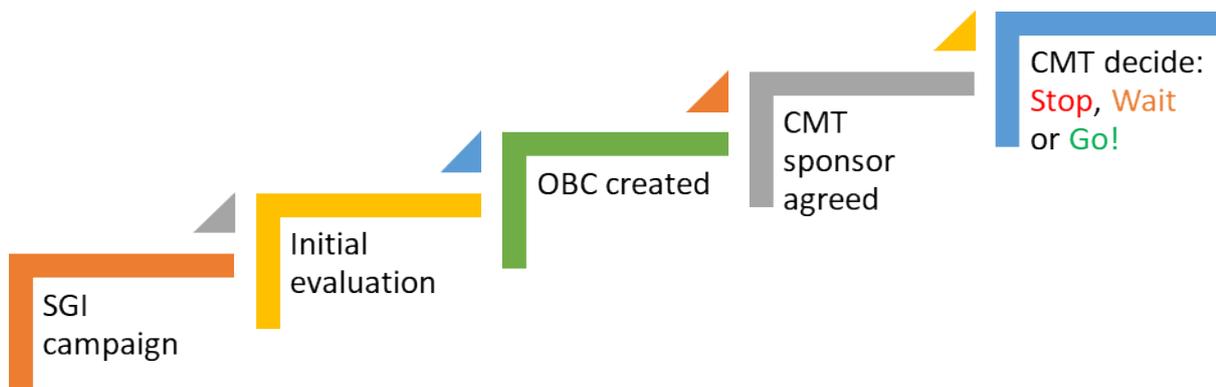
Sometimes, new ideas can be squashed when exposed to the usual hierarchy. The SGI scheme proposes to address this by seeking direct CMT sponsorship for all OBCs and their originators. Managers in-between originators and directors will not, at this stage, have a role.

Once an OBC has a CMT sponsor, CMT will consider the OBCs monthly and follow a Stop, Wait or Go approach.

Stop, Wait or Go!

- Stop is applied if CMT consider the OBC has one or more fundamental flaws that are incapable of remedying. The OBC ends here.
- Wait is applied if the OBC needs some more work in a particular area or if the timing is not helpful. For example proximity to other events, political climate or capacity of the council to deliver at that time. The OBC will be re-worked and CMT sponsorship and interest maintained for re-submission.
- Go is applied when the OBC stands up to CMT probing and other factors external to the OBC are well aligned: timing, capacity and so forth.

Process – from conception to birth



Responsibility for the early life of each OBC rests with the CMT sponsor.

The overall portfolio of investment in new business cases rests with the Director of Finance and Resources. The Director will need to ensure a balanced approach is taken to risk and opportunity, considering the whole range of business cases underway or in contemplation.

It is important to keep the performance of each business case under close monitoring. Failing business cases need to be shut down quickly and successful ones need to be supported, where possible, to increase growth and profits rapidly.

Once the new business opportunity has been established as a viable and ongoing concern, the performance of the business will be transferred to business as usual, being managed as part of the relevant departmental operations and budgets.

Process – from birth to BAU



Benefits

Apart from the obvious financial and reputational benefits, other benefits accrue.

Staff who have chosen to engage in the scheme are effectively a self-selecting group of people with an interest in savings and/or commercial revenue.

This cohort can be used for further projects and offered development and engagement opportunities as CMT see fit.

A focus on the willing is more likely to help stimulate longer term culture shift than alternative, all-staff, approaches and at a much lower cost.

Appendix Seven – Business case proforma

NAME OF BUSINESS CASE

SUMMARY

This business case seeks £x in order to deliver benefits of Y...

1. Value Proposition

- What product/ services are we offering?
- Who is our target customer for this product or service?
- What is the specific benefit to the customer?
- What makes our offer unique?
- Why should they buy it from us and not our competitors?
- What's the Elevator Pitch?

2. The Market

- Describe the market- who is it and where will we operate?
- Market sizing- total potential market
- Routes to market and business development - how will we market, promote and sell this?

3. The Competition and competitor analysis

- Who are our competitors?
- What is their value proposition?
- How much do they charge?
- How will we compete – quality, price, convenience etc?

4. Capability, capacity, and credibility

- Have we done this before?
- Are we good at it?
- Why do we think we can do this and be successful?
- Will we need to employ more staff or can we cover any extra work in another way?
- Does the SBC brand support this proposition?

5. Cost, Revenue and cashflow

- What are the fixed costs?
- What are the variable costs?
- Have you included corporate overheads?
- What are your revenue sources and how are you forecasting this?
- What support in terms of cashflow will you need until your revenues will support the business?
- How much turnover do you need to hit the break-even point?

6. Risks and risk management

- What are the key risks – operational, financial and reputational?
- How will you manage and mitigate these?

7. Charging and Trading: legal position

- Do you need to use a commercial vehicle?
- What are the advantages or disadvantages of doing so?
- Have you taken advice on tax and VAT?

Appendix Eight – Local Authority Trading Powers

Statute	Description	Opportunity	Conditions
Local Authorities (Goods and Services) Act 1970	Allows a local authority to supply goods or materials, or technical administrative or professional services to a public body (as defined in the Act) and charge for the supply	<ul style="list-style-type: none"> ➤ Can trade with other public bodies without setting up a company ➤ Great opportunity to test the demand and to confirm if there is strong business opportunity for a commercialised service ➤ Scope to generate a profit 	<ul style="list-style-type: none"> ➤ Trading can be limited due to other public bodies being subject to the public procurement rules ➤ Can trade only with public bodies as defined in the Act ➤ The Act defines which bodies are or can become Public Bodies for the purposes of the Act e.g. other Boroughs
Section 38 Local Government (Miscellaneous Provisions) Act 1976	Allows the council to make any spare computer capacity it has available to others whether in the public or the private sectors. The facilities the council can make available are those for using the computer or of services provided by means of the computer.	<ul style="list-style-type: none"> ➤ The terms on which the computer capacity is made available are up to the council and the other party to agree but must be those which a commercial provider would be expected to agree ➤ The spare capacity can be provided to anyone whether private or public sector ➤ Scope to make a profit 	<ul style="list-style-type: none"> ➤ Limited to spare computer capacity ➤ A public sector body may have to comply with the public procurement rules to purchase the services / spare capacity
Section 93 Local Government Act 2003	Empowers the council to charge for discretionary services, i.e. services which it has power to provide but not a duty. This facilitates the provision of services to bodies other than public authorities for a charge	<ul style="list-style-type: none"> ➤ Can provide services to public sector ➤ Can provide services to private sector ➤ Can recover full costs 	<ul style="list-style-type: none"> ➤ The charge may only cover the council's costs and can not include any element of profit but can still be an advantage in so far as it helps off set general running costs and overheads. ➤ Private bodies and individuals don't have to go

			<p>through a public procurement process to acquire services</p> <ul style="list-style-type: none"> ➤ Public bodies would be subject to procurement rules. The fact that the service supplier may not be seeking a profit does not exempt the transaction from the public procurement rules ➤ Cannot use this to charge for services that the council is required to provide to someone
Section 95 Local Government Act 2003	Empowers the council to trade. Specifically, it can do for a commercial purpose anything it is authorised to do for the purpose of carrying out its ordinary functions	<ul style="list-style-type: none"> ➤ Can trade with public sector ➤ Can trade with private sector ➤ Can generate a profit ➤ Private sector bodies can award contracts directly 	<ul style="list-style-type: none"> ➤ The powers can only be exercised through a company or a co-operative or Community Benefit Society ➤ Public bodies who wish to purchase services would have to comply with the public procurement rules so could not simply award work to the company ➤ The council and the Company's directors would have to comply with the Companies Act 2006.
Chapter 1 Part 1 of the Localism Act 2011	The council can use this power to do things anywhere in the United Kingdom or elsewhere and for commercial purposes or otherwise for a charge or without charging. The council can use the power either for its own benefit or the benefit of its area or the people resident or present in its area but is not restricted to using the power only for those purposes. Specifically permits the Council to trade	<ul style="list-style-type: none"> ➤ Can trade with public sector ➤ Can trade with private sector bodies ➤ Can generate a profit ➤ Can market directly to private sector bodies, who can award contracts directly ➤ It is a power of first resort designed to 	<ul style="list-style-type: none"> ➤ Restricts the power to charge for discretionary services (i.e. in the same way as s93 LGA 2003 above does). ➤ The power can only be exercised through a company or a co-operative or Community Benefit Society ➤ Private clients don't have to go through public procurement, but other public authorities would

		<p>limit restrictions placed by other statute or case law under previous statutes.</p> <p>➤ This legislation is aimed at enabling Councils to be innovative.</p>	
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Appendix Nine - companies, partnerships and joint ventures in which the Council has an interest

Limited companies

James Elliman Homes Limited

In January 2017 the council established James Elliman Homes (JEH) as a subsidiary housing company that aims to acquire, manage and lease existing properties in a manner that will provide an offering of homes for people facing particular difficulties in accessing suitable accommodation. This is done through a cross-subsidy provided from homes let at market rents. This company serves a wider social purpose and focuses on providing affordable homes to a wider range of people than those who have traditionally been council or housing association tenants. It assists the council to more easily discharge its responsibilities to homeless residents and others and in containing or reducing the instances and cost of expensive temporary accommodation such as bed and breakfast hotels. James Elliman Homes will also in the future aim to secure accommodation for specialist purposes such as providing accommodation for key workers and housing for care leavers.

Herschel Homes Limited

Herschel Homes (HH) was established by the council in January 2017 to focus on providing mainly new build properties for open market rent. The objective of introducing a group of subsidiary housing companies was to improve choice, increase quality, meet varying forms of housing need and generate an independent income stream for the council to offset reductions in central government funding and improve financial resilience of the council. This will also improve conditions in the private rented sector and the company will act as an exemplar of good practice in the management of private rented accommodation. This company is currently dormant. Herschel Homes has not yet started trading, pending the allocation of budgetary provision.

Slough Asset Management Limited

TBC

Ground Rent Estates 5 Limited

In March 2018 the council completed the purchase of Ground Rents Estates 5 Limited (GRE5) which owns the freehold of Nova House. The council announced its intention to purchase the company which owns the town centre block in 2017, after concerns were raised about the fire safety of the building in the wake of the tragedy at Grenfell Tower in London. The council showed clear and pro-active leadership by taking over responsibility for the building in order to ensure that residents are safe and feel safe.

Limited liability partnerships

Slough Urban Renewal LLP

Slough Urban Renewal (SUR) is a joint venture partnership between Slough Borough Council and Morgan Sindall Investments Limited. The purpose is to help transform the borough for all who live and work here. The changes taking place will embrace and enhance all that Slough already has to offer. It is not just about creating iconic buildings, open spaces and connectivity. It is about creating even more opportunity, even more prosperity and an even better quality of life for everyone. Projects cover leisure, hotels and restaurants, residential, schools and offices.

Name	Date incorporated	Person(s) with significant control	Board membership
James Elliman Homes Limited	6 February 2017	Slough Borough Council	Four council officers: <i>Mike England</i> <i>Neale Cooper</i> <i>Stephen Gibson</i> <i>Colin Moone</i>
Herschel Homes Limited	6 February 2017	Slough Borough Council	Four council officers: <i>Mike England</i> <i>Neale Cooper</i> <i>Stephen Gibson</i> Fourth director TBC
Slough Asset Management Limited	22 December 2016	Slough Borough Council	Three council officers: <i>Joe Carter</i> <i>Neale Cooper</i> <i>Stephen Gibson</i>
Ground Rent Estates 5 Limited	14 November 2006 <i>(acquired by SBC on 7 March 2018)</i>	Slough Borough Council	Four council officers: <i>Mike England</i> <i>Neale Cooper</i> <i>Stephen Gibson</i> Fourth director TBC
Slough Urban Renewal LLP	16 October 2012	Slough Borough Council Community Solutions For Regeneration (Slough) Limited	TBC

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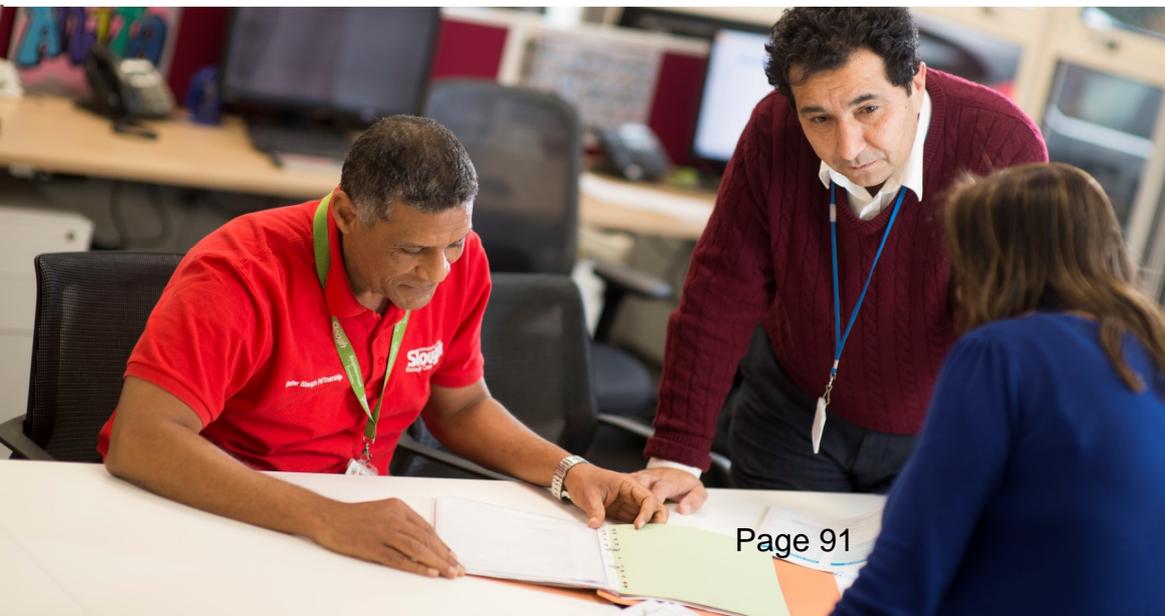
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Repairs, Maintenance & Investment (RMI) Partnership Report (DRAFT)

Year 1

1st December 2017 – 30th November 2018



Contents

Pages 3 – 7	<u>Executive Summary</u>
Pages 8 – 16	<u>Service Delivery</u> Customer Experience Repairs Voids Statutory Compliance Caretaking & Cleaning Capital Investment Cyclical Maintenance IT supporting Service Delivery
Pages 16 – 18	<u>People</u> Skills Training & Investment Osborne Restructure Supply Chain Health & Safety
Page 18	<u>RMI Plus (additional work)</u>
Pages 19 – 20	<u>Forward Plan</u>

1. Executive Summary

- 1.1 Following the fulfilment of a 16½ year Repairs and Maintenance contract with Interserve, the Council took the opportunity to review the way its repairs, maintenance, compliance and investment services for its housing stock were delivered. After detailed consultation, consideration and review of options, Cabinet agreed to consolidate the services into a unique single contract to deliver its repairs, maintenance and investment (RMI) services to the HRA (Housing Revenue Account) stock.

A comprehensive and robust OJEU compliant, procurement exercise followed which included two stages of competitive dialogue. Osborne Property Services Limited were selected as the council's preferred Contractor and in June 2017 a £100m contract was signed for an initial 7 year period from 1st December 2017 (with the option to extend for a maximum of a further 3 years).

- 1.2 Industry best practice recognises the benefits of co-location and working closely in partnership enables swifter resolution of issues and fosters an open transparent partnership. The partnership is operational from Hawker House where both Osborne and the SBC client team are co-located to proactively support partnership working arrangements. This makes for a robust, swift, joined up and responsive service.

Currently a number of other SBC teams are also co-located at Hawker House, including the East Neighbourhood Team, Information and Participation, Resilience and Enforcement, Adult Social Care East Locality Team, ASC Occupational Therapy Long Term Team and Hestia, the council's independent domestic violence advocacy service.

- 1.3 A year on in the contract it is timely to provide Members with contextual information about the contract during its first year, including the bedding in period (1.12.17 – 31.3.18). This report outlines challenges which have arisen, areas where improvements have been made, statistical performance information collated for the first year of the partnership, together with the Partnership's forward plan for delivery and enhancements of services. Performance is measured by Key Delivery Indicators (KDIs) which have targets set within the contract. All of which provide the Partnership with the requirements necessary to understand, develop, learn and enhance the service throughout the term of the contract. A summary of service delivery performance is given in part 2 of this report. It should be noted that the client has made deductions of £70k against failure to meet performance in accordance with contractual requirements in the first 6 months of 2018/19. This will be subject to review in March 2019 in accordance with the contract and pending enhancement of service delivery necessary payments may be made.

- 1.4 In addition to the KDIs, Osborne also provide weekly and monthly reports for the SBC client team to review Mandatory Service Indicators (MSIs) which measure Osborne performance against Landlord's statutory compliance indicators for fire risk, gas safety, lifts, legionella and asbestos, and areas such as safeguarding, DBS checks and electric vehicles. Monthly reports are also reviewed for management information and performance improvement indicators which include plans for ensuring staffing levels, identifying joint initiatives and service improvements.

- 1.5 The Governance of the contract and how it is managed on a day-to-day basis has been detailed in the Overview and Scrutiny Report (section 5.12), including the roles of the Strategic Management Board (SMB), the Operational Management Board (OMB) and

the sub-groups. The neighbourhood forums are a key part of the governance arrangements and it is recognised that further work is required to ensure the engagement of residents within each area is developed and the RMI partnership would welcome Members suggestions on how they can support engagement from residents at neighbourhood level.

- 1.6 Issues encountered in the appointment of a client team are also documented in the report, nonetheless with the support of consultants (approved by Cabinet in April 2017) the contract is being robustly managed. A recruitment agency has recently been appointed to support the council to recruit to a revised client structure following the SBC restructure announcement for Housing and Neighbourhood Services on 02/11/18.
- 1.7 The Risk Register is reviewed and updated on a monthly basis at OMB. Any emerging risks and issues are escalated to OMB through the sub groups and mitigations considered and agreed. An agreement register has also been adopted to record and review any new agreements made, usually around commercial aspects of schedule of rates or changes in service provision to trial a new approach. The partnership has agreed that in such cases the agreement will be made for a specified period of time following which it will be reviewed and if acceptable to both parties a notice of variation will be issued for agreement by SMB.
- 1.8 At the early stage of the contract, and it should be noted, not unexpected or uncommon with a contract of this size and complexity, issues quickly emerged which were evidenced both in working practice and in the early performance data provided by Osborne. All of which were swiftly recognised by the Partnership, measures possible were embedded, discussions had and solutions provided by Osborne,

Some areas where challenges were identified as per the aforementioned consisted of:

- **Osborne senior management departures** during mobilisation and the bedding in period, creating unexpected pressure on the SBC client team to identify service concerns and drive performance.
- **Osborne recruitment to senior posts** proved difficult and interim measures were put in place for a longer than expected period of time.
- **Culture change** an understanding of Schedule of Rates, new ways of working, new technology – a learning curve for TUPE staff.
- **Calls lost** – staff shortages due to non transfer of some TUPE staff
- **Works in progress** (WIP) transferred from Interserve, c480 repairs on Day 1 did not help performance over the first few months of go-live.
- **Increased contact requirements with residents.** High volumes of calls, appointments made and jobs recorded in initial go-live period
- **Statutory Compliance** – no stock data from Interserve transferred to the new partnership and the Council's own database, RAMIS, had vast gaps in data not uploaded / available.
- **Appointments made & kept** - engineers arriving early to appointments was causing failures in the KDI's as logged as "missed appointment" and residents not always available. Cultural change to ensure prescribed practices followed.

- **Legacy of historic complaints** from Interserve which caused increase in issues to be addressed and allowed a poor perception of the service to be fostered.
- **Voids** – pre contract voids commenced (c100 properties) when the existing provider had been unable to meet requirements/volume of voids. The composition of voids has differed greatly from those expected, where Osborne anticipated that the majority would be the V2 Priority (10 days), the majority of all voids delivered since December 2017 have been V3 (20 days), due to the extent of work required. This has been exacerbated by lack of information on asbestos within properties.
- **Lettable voids standards** has meant extensive decorating works impacting on budget and timescales, excessive house clearances and hoarding issues compounded the problem further. Buy backs have contributed to major void refurbishment requirements.
- **Caretaking and Cleaning** – staff resources, including lack of applications to vacant posts, and improvements required in day-to-day management resulted in poor service delivery until a solution was implemented and service restored to contractual requirements.
- **Recharges Policy** – the policy endorsed at Neighbourhood & Communities Scrutiny Panel for recharging residents who request repairs resulting from wilful neglect or damage may have also contributed to a negative perception of the partnership, negating the fact that this has been an ambition for SBC with the previous provider but was not effectively implemented.

1.9 RMI Plus (additional work). A number of workstreams not part of the contract presented additional challenges and have been picked up by the partnership under the flexibility built into the agreement and following discussion, agreements put in place to provide service solutions.

These areas of challenge included:

- **Temporary Accommodation** – requirements for void management, including cleaning rooms for re-letting within 24 hours. Additionally all repairs and compliance (fire, legionella, asbestos, fire alarm testing, electrical testing) and caretaking services which were already under strain to deliver services to the HRA stock.
- **Aids & Adaptations** – requirements for major adaptations, such as level access showers, ramps were taken on and a schedule of rates agreed for an initial period of time, to be reviewed at year end to ensure VFM.
- **Refurbishments of James Elliman Home properties to create HMOs** – the partnership undertook two substantial refurbishment projects at the request of the Strategic Housing Services.
- **Chemical Commode management** – requirement to provide specialist service to ASC residents in both HRA homes and in the private sector
- **Elections** – support to the councils' election process, through onsite provision of ramps, heaters, ballot boxes, whilst maintaining day-to-day operational RMI services.
- **Support to the Building Control Team**

1.10 There have been a number of service improvements already delivered through the partnership with Osborne which have enhanced performance and provide a platform to build upon in years ahead.

Some areas where improvements have been delivered against previous service provision include:

- **Contract management and governance** – as detailed in the Overview and Scrutiny report, we have an effective contract governance system, with operational sub-groups to manage performance, monitor risk and implement improvement plans with regular reviews and quarterly SMB meetings and engagement with residents.
- **Interface between IT systems** – there is, for the first time, a live interface between Osborne and SBC IT Systems, providing up-to-date information on all repairs and status. This is a significant step change from the previous provider where 16 years of data was retained in the contractor system alone.
- **PDA's implemented** within 90% of the operational teams, with ability to monitor and update IT systems in a timely manner, take photographs, providing evidence of service delivery when challenged.
- **Co-located staff** to provide swift resolution of issues and embed partnership working with calls to the contact centre on non-RMI issues being addressed by SBC staff.
- **Statutory Compliance being effectively managed** with 100% Fire Risk Assessments (FRAs) completed across the Housing stock, 100% gas compliance, asbestos register being developed, FRA works following new regulations post-Grenfell being implemented in partnership. Revised safety policies agreed and adopted by SBC for gas, fire, electrical, water, asbestos, and management plans agreed by the SBC Health & Safety Board which will now be used to review service delivery plans to ensure they are fully aligned.
- **Safeguarding** – joint training and implementation of safeguarding best practice across the partnership with dedicated points of contact from the SBC safeguarding co-ordinator, including specific policies.
- **Training** – tool box talks and customer excellence training for all staff including SBC client team with potential for further rollout to SBC teams
- **Repairs and maintenance** – initial trend analysis to be built upon for targeted intervention
- **Budget control of Revenue and Capital Investment** – delivery against budgets being proactively managed and reported

1.11 As mentioned above and in the Overview and Scrutiny Report robust governance of the contract from day one has ensured that the partnership is fully aware of any challenges and can mobilise quickly to work in partnership to develop, implement and embed solutions. This requires continuous review and engagement and as part of this process, earlier this year, the SBC client team requested a review of delivery against each of Osborne's 15 contractual Service Delivery Plans (SDPs). An independent review was completed and subsequently a detailed action plan with timescales has been put in place by Osborne to address all areas identified for improvement. The client team and Osborne are currently working together to ensure all targets are delivered. Progress will be actively monitored monthly at OMB and quarterly at SMB. This forms a substantial part of the Partnership's **forward plan** for the partnership (**see pages 19**).

- 1.12 A negative perception of the partnership performance has emerged with a number of contributing factors, including a lack of a robust communications strategy and opportunity to share the performance and facts with Members and residents. The opportunity to present the first year indicative report to the Overview and Scrutiny Committee is welcomed and the partnership seeks to build on this through gaining a better understanding of what Members wish to see, how and when.

This is the first year of the partnership and we have acknowledged that there were issues in the early stages, however, performance has consistently improved across most areas and we have a strong base from which to build for the years ahead. The review of the SDPs has ensured that the SBC client team have a clear picture of the commitments made during dialogue and Osborne's final submission that won the tender and Osborne have responded by delivering an improvement plan which will be monitored through the governance arrangements.

We welcome any comments from the Committee to take forward to the RMI Strategic Management Board in January to review and finalise this report and agree a way forward for reporting that meets Member's requirements.

Kamal Lallian

SBC RMI Contract Manager

Michelle Davies

Osborne Account Director

DRAFT

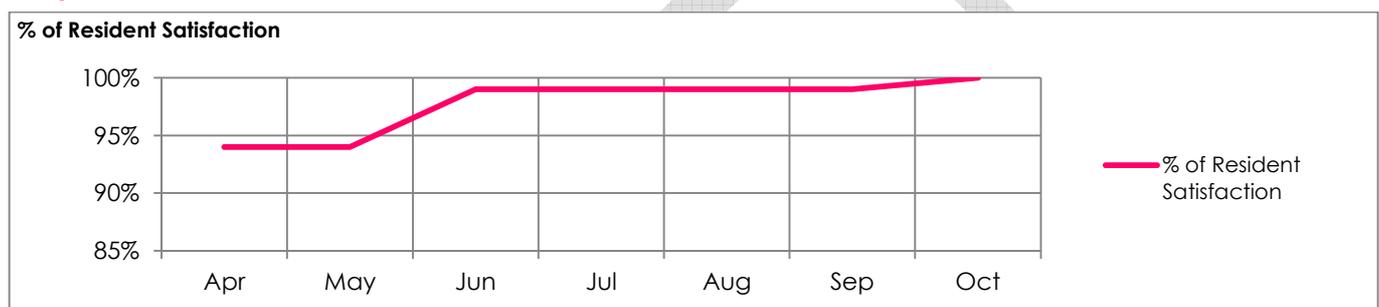
2. Service Delivery

This part of the report provides a summary of the performance of the contract in its first year of operation. Given the timing of the committee meeting, the report will be reviewed by SMB in January and actions arising, including those identified in the review of the SDPs will form part of the partnership forward plan. With one full year of operational data, we are now in a position to undertake early trend analysis of repairs.

2.1 Customer Experience

2.1.1 **Resident satisfaction** – this does not form part of the KDI suite, and formal measurement is not therefore contractually required, however since monitoring commenced in April 2018, satisfaction has remained consistent with an average satisfaction level of 98% for the year to date. We will develop independent review and verification of satisfaction levels going forward.

Graph 1 – Residents Satisfaction with service



2.1.2 **Complaints (S1, S2, S3)** – complaints have remained at a fairly consistent level since the start of the contract, with a notable increase in November 2018. It should, however be acknowledged that some complaints were historic and due to legacy issues not resolved by our previous contractor, which Osborne have been required to pick up and resolve, and a small number are due to a misinterpretation of service partner obligations where services are not part of the contractual requirement e.g. fencing repairs are only undertaken for specific cases and not a landlord requirement across our housing stock. There was a perception with some stakeholders that there was a particularly high volume of complaints, however, this is most likely a misinterpretation as the majority of cases were in fact enquiries and not complaints.

As part of service improvements identified, a lessons learnt log is now maintained by Osborne, as well as a more qualitative complaints response procedure, in order to support continual improvements in the service. Complaints are discussed in detail at the monthly Customer Experience Sub Group, including case reviews to manage and review changes in procedure and any issues or risks escalated to OMB for consideration.

2.1.3 **Compliments** – A staggering 59 compliments were received between December 2017 and November 2018. These have been received either verbally, by phone, letter or email and show expressions of praise, commendation and thanks from either residents of Slough or staff members of SBC. All kinds of feedback is strongly encouraged, and

all compliments are passed onto staff. Compliments are also used to identify areas of good practise that the partnership can learn from. Our objective is to monitor feedback, learn and improve, if and when necessary. Compliments are a great way for Osborne to understand resident requirements and needs and maintain the good working relationships with both the staff of SBC and the people of Slough. Employee of the month is an ongoing celebration for all staff.

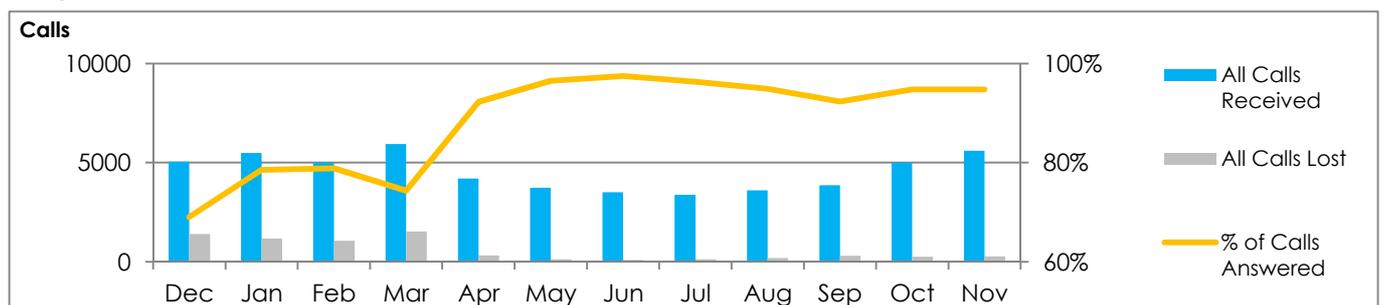
Table 1 – customer experience

Customer Experience														
KPI	Target	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD
% of Resident Satisfaction		/	/	/	/	94%	94%	99%	99%	99%	99%	100%	99%	98%
% of Calls Lost KDI 4	5%	31%	21%	21%	26%	8%	4%	3%	4%	5%	8%	5%	5%	12%
Average Call Wait Time KDI 5	00:03:00	00:03:18	00:03:00	00:02:53	00:04:05	00:01:09	00:00:30	00:00:17	00:00:35	00:00:43	00:00:59	00:00:44	00:00:46	00:01:35
Average Call Duration		00:09:00	00:08:40	00:07:31	00:08:20	00:06:05	00:05:45	00:05:14	00:04:36	00:05:17	00:04:58	00:05:21	00:05:40	00:06:22
All Calls Received		5054	5494	5007	5943	4195	3737	3509	3381	3606	3866	5009	5606	54407
All Calls Lost		1391	1181	1058	1526	325	132	88	124	185	297	264	273	6844
Complaints (\$1,\$2,\$3)		7	8	12	11	5	13	13	12	12	6	13	21	133
Compliments		6	3	5	4	5	3	5	4	5	4	10	5	59
Compensation Payments Made		0	0	0	1	1	1	0	0	2	0	0	0	5

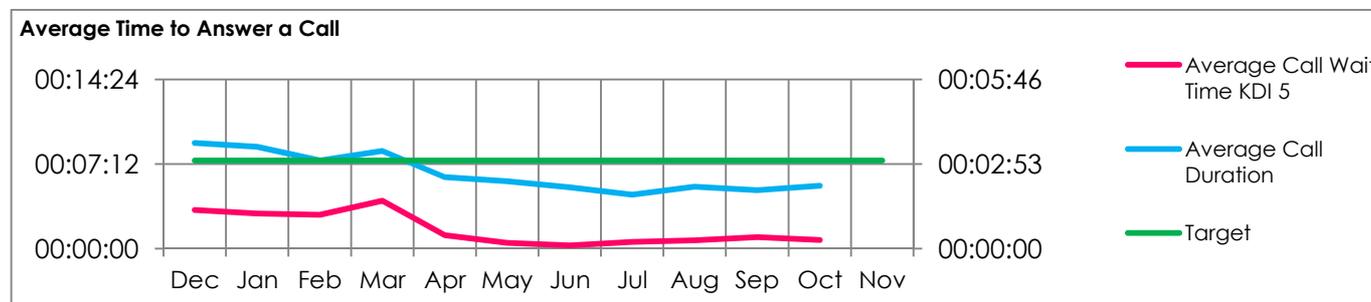
2.1.4 Calls – The target for the number of calls dropped KDI 4, has shown significant improvement since the bedding in period where issues of understaffing and experience have been resolved. It should be noted, however, that calls dropped under 30 seconds averages at 23% - if there was a tolerance set within this indicator the failures would have been significantly reduced. To mitigate the issues with these failures, Osborne have started calling back some of the residents who's calls were dropped at this early stage and identified callers who ring several times and if in a holding queue put the phone down and repeat this several times over. As part of the ongoing service improvement, Osborne will be introducing a call back facility whereby callers who select this option retain their position in the queue and are called back when their call would have been answered had they stayed within the queue, rather than having to wait until an operative is not taking calls to receive their call back.

Volume of calls drastically increased in months the early months in part due to Interserve not accepting repairs and advising residents to call back after 01/12 and also due to the winter months.

Graph 2 - calls made to the contact centre



Graph 3 - average time to answer calls



2.2 Repairs

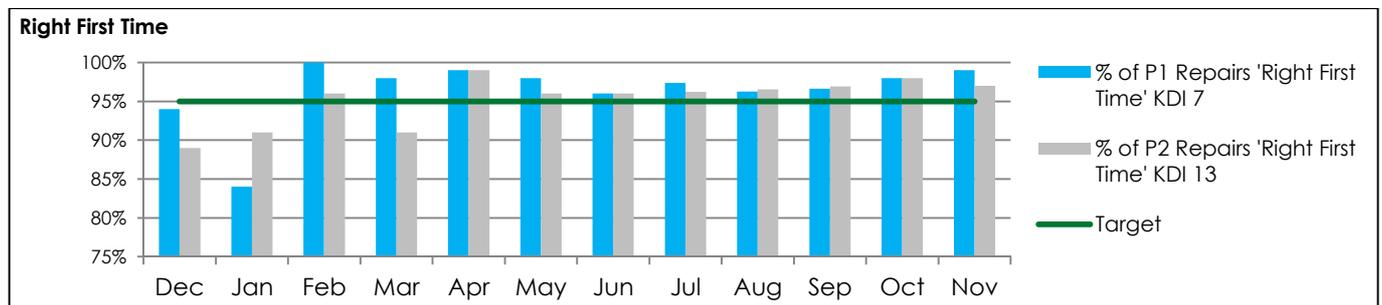
- 2.2.1 Appointments Made and Kept (KDI 6)** – The data shows a drop in performance to 66% during December 2017 reflective of the transition of services to a new service provider, and adapting to culture change and new ways of working for the operatives. In addition, an extremely high number of calls, including repairs residents were informed by the previous provider should be reported to Osborne and were not undertaken by the departing contractor. However, performance since that time has significantly improved and the latest figures for November are at 97% which achieves the set target. These figures do however include instances where operatives have attended ahead of the scheduled appointment time which counts as a failed appointment. As part of the lessons learnt, Osborne regularly host 'Toolbox Talks' where operatives are regularly reminded of the importance of attending scheduled appointments at the correct time.
- 2.2.2 Priority 1 Repairs Right First Time (KDI 7)** – this area of repairs has consistently achieved above the KDI target of 95% since February 2018.
- 2.2.3 Priority 2 Repairs Right First Time (KDI 13)** – although levels fell below target during the bedding in period, from April 2018, targets have consistently been achieved above the 95% KDI target.
- 2.2.4 Priority 3 Repairs Right First Time** – although this is not a KDI, this is monitored in the same way and current year to date performance is 88% of the priority 3, repairs totalling 10,799 were completed Right First Time.

Table 2 – responsive and heating repairs

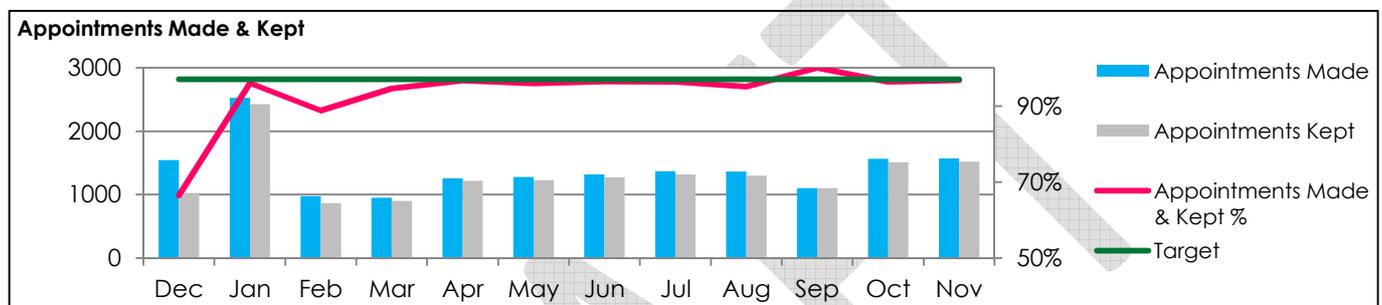
Responsive & Heating Repairs														
KPI	Target	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD
% of Appointments Kept (Emergency & Urgent) KDI 6	97%	66%	96%	95%	91%	97%	97%	97%	97%	95%	100%	97%	97%	94%
% of P1 Repairs 'Right First Time' KDI 7	95%	94%	84%	100%	98%	99%	98%	96%	97%	96%	97%	98%	99%	96%
% of P2 Repairs 'Right First Time' KDI 13	95%	89%	91%	96%	91%	99%	96%	96%	96%	97%	97%	98%	97%	95%
% of Jobs Completed		80%	93%	97%	95%	95%	94%	89%	91%	94%	92%	89%	88%	91%
Jobs Completed		1214	2040	1738	1768	1631	1623	1460	1377	1642	1412	1979	2265	20,149
Jobs Completed in Target		966	1899	1680	1674	1543	1518	1303	1247	1546	1296	1763	2000	18,435
Average Repair Time			5	5	8	9	8	8	7	8	7	7	10	7

Key: P1 – Emergency – 2 hours attendance, complete within 24 hours
 P2 – Urgent – 3 days
 P3 – Routine – 20 days

Graph 4 – repairs right first time



Graph 5 – appointments made and kept



2.2.5 Trend Analysis – access to the first year's data has enabled some early trend analysis of the types of repair most requested and the blocks with the highest number of repairs reported. We have also identified, by postcode where the most repair requests are reported and will build on this work to review trends in individual properties and those that have not reported any repairs.

This work will support tenancy management and development of planned capital investment programmes. For example using this years completed data reports to identify trends in roofing repairs we can place this into the upcoming years programme, i.e.

SL1 = 98 roofing jobs

SL2 – 164 roofing jobs

SL3 – 78 roofing jobs

Properties with high and no repair requests can be reviewed for preventive works, tenancy verifications, safeguarding reviews. This information will be built upon as the contract progresses.

Out of 15,680 responsive repair jobs the top 10 Schedule of Rate (SOR) items are:

Table 3 – top 10 repair request items

Item	Volume of Repairs
WC CISTERN/PAN:OVERHAUL ANY TYPE	549
DOOR:OVERHAUL EXTERNAL COMPLETE	357
BURST:REPAIR LEAKING FITTING NE 28MM	330
TAP:OVERHAUL ANY TYPE OF TAP	243
DRAIN: CLEAR BLOCKED DRAIN	242
WC CISTERN: OVERHAUL ANY TYPE	202

WINDOW: OVERHAUL ANY TYPE	190
FAN: OVERHAUL ANY TYPE	189
TAP: OVERHAUL ANY TYPE OF MIXER	178
DOOR: OVERHAUL ANY PVCu OR GLAZED PVCu	163

Table 4 – highest reporting repair blocks

Block	Volume of Repairs
1-30, Brook House, 61 High Street Chalvey, Slough SL1 2TX	62
1-29, Pendeen Court, Tamarisk Way, Slough SL1 2UP	55
1-40, Allington Court, Myrtle Crescent, Slough SL2 5AL	54
91-133, Apsley House, Stratfield Road, Slough SL1 1UN	48
81-121, Redwood House, Cheviot Road, Slough SL3 8UA	39
1-19, Armstrong House, Welden, Slough SL2 5SJ	39
126-142, Garrick House, Humber Way, Berkshire SL13 8SU	36
1-42, Broom House, Reddington Drive, Slough SL13 7QY	35
1- 42, Poplar House, High Street, Langley, SL3 8NE	27
1-60, Tower House, Burlington Avenue, Slough, SL1 2LA	21

Table 5 – top 5 properties with highest repair reports by SL postcode

SL1		SL2		SL3	
Church St, SL1 2PE	27	The Frith, SL2 5SU	25	High Street, SL3 8NG	27
Carrington Road, SL1 3RH	27	Bryant Avenue, SL2 1LF	24	Common Road, SL3 8SX	21
Gilliat Road, SL1 3QX	20	Newhaven Spur, SL2 1UR	20	Morrice Close, SL3 8NS	17
Wellesley Path, SL1 1UH	20	Wavell Gardens, SL2 2EJ	18	Meadfield Road, SL3 8HY	17
Belgrave Road, SL1 3RA	19	The Frith, SL2 5RW	18	Maryside, SL3 7ES	16

2.3 Voids

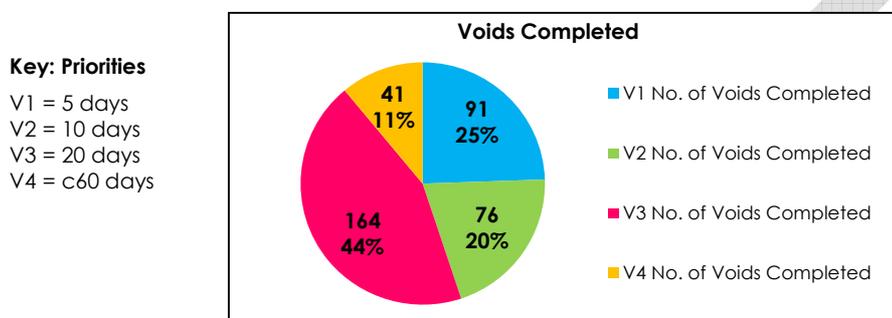
The actual volume of void properties and the scope of works within them, was greater than expected compared to the expectation within the tender submission. Work undertaken includes:

- Reviewed and implemented a more efficient front end process particularly around key management, and scope of works.
- Implemented a more structured approach to pre- transfer inspections by Neighbourhood Teams to capture possible recharges and obtain early visibility of the potential scope of void works required prior to the property becoming void.
- Developed master reporting through SBC Capita system to provide accurate weekly data as a key management tool, including substantial reconfiguration of the Capita system
- Implemented regular progress meetings to review performance across all key stakeholders involved with voids and to embed processes and cultures to improve void delivery.

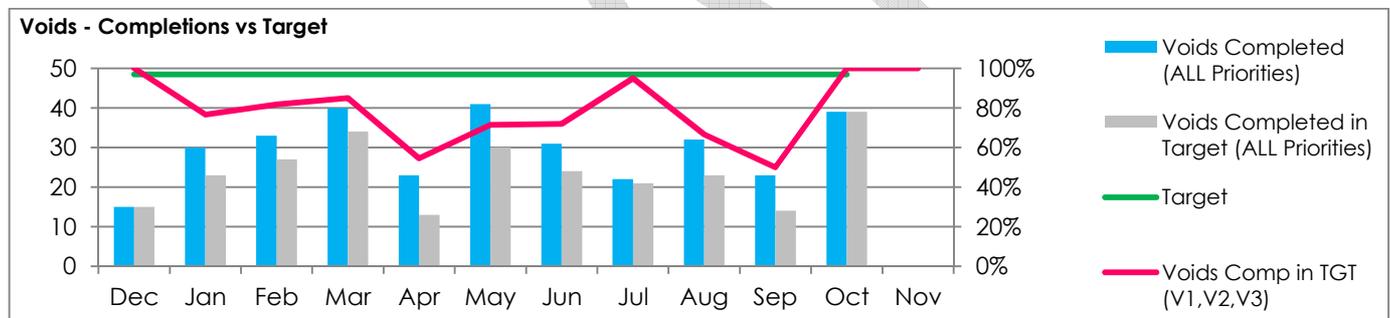
Table 6 – void performance

Voids														
KPI	Target	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD
% of Voids Completed in Target (V1,V2,V3) KDI 12	97%	100%	77%	82%	85%	55%	71%	72%	95%	67%	50%	100%	100%	79%
% of Voids Completed in Target (All Priorities)		100%	77%	82%	85%	57%	73%	77%	95%	72%	61%	100%	100%	82%
Voids Received (ALL Priorities)		30	38	35	55	22	28	21	40	21	24	37	22	373
Voids Completed (ALL Priorities)		15	30	33	40	23	41	31	22	32	23	39	43	372
Voids Completed in Target (ALL Priorities)		15	23	27	34	13	30	24	21	23	14	39	43	306
Zero Day' Voids delivered		5	1	0	1	0	0	2	0	0	0	2	0	11
One Day' Voids delivered		0	4	5	3	1	4	6	2	2	2	6	5	40

Chart 1 – voids completed by category



Graph 6 – void completions v target



2.4 Statutory Compliance

Gas servicing performance was below expectation at contract commencement (due to limited and conflicting gas servicing data being available at go-live) which resulted in the council stock being less than 100% compliant. The performance was quickly identified as a risk to both SBC and Osborne and an action/improvement plan was produced and implemented. The plan was reviewed against set targets to measure our improvements on weekly/monthly basis and our gas compliance performance. Initiatives implemented included:

- Weekly gas performance meetings with SBC housing management team and SBC Compliance Manager.
- Gas Servicing and Repairs - quality control is validated/audited by SBC's third party auditor "PCM" and Osborne performance has improved since initial audits in February and are achieving an average quality control performance over the past six month period of 97.8% and 100% customer satisfaction.

- Gas compliance is at 100% and has been since April 2018.
- Asbestos management surveys were undertaken in communal areas of flatted blocks in 2018
- All other compliance works streams (Lifts/Lightning Conductors/Water Hygiene L8/Fire Alarm Systems-Equipment-Dry Risers-Sprinkler Systems/Communal Boilers) are 100% compliant with solid inspection and reporting processes in place.
- SBC have a clear and transparent position on its overall compliance position.
- SBC have appointed independent 3rd party validation of compliance delivery by Osborne.

2.5 **Caretaking & Cleaning**

Since the contract commenced, it has been difficult to deliver and achieve the expectations of the caretaking Service that was highlighted within the tender submission. This position is primarily due to resourcing and improving day to day management

More recently all caretakers have been trained and issued with PDA to improve their working practice, this now enables task allocations and completions, it gives greater visibility of daily productivity, enables a realistic gauge of the improved performance of the service.

Osborne have recently procured and appointed a supply chain partner to support the caretaking service, who have been deployed to areas where the service failure was greater, this will help to ensure Osborne embed the service to our communities and meet SBC performance targets.

The Caretaking Service is currently being delivered as contract requirements.

2.6 **Capital Investment (Planned Programme)**

A comprehensive investment programme was agreed for 2018-19 and we are on target to deliver against the programme. Osborne have Resident Liaison Officers dedicated to supporting tenants throughout the process of work undertaken and act as the single point of contact to address issues, raise queries and agree choices and colours when required, providing any additional support as necessary. Osborne are also responsible for all section 20 consultations with leaseholders.

Members' requirements for improvements to garage sites are being undertaken in a phased approach to address ASB and provide additional parking requirements. Other sites are being earmarked for potential development and planning applications are being submitted.

New Fire Risk Assessments to all low and medium rise flatted blocks were undertaken in 2018, works have been identified and remedial actions are now underway.

The partnership will be closely monitoring repairs from mid 2019 to move in the right direction to increase planned preventative works and reduce the volume of repairs reported, for example the boiler replacement programme should not only deliver improved efficiency and heating but also a trend in reduction of gas repairs being reported.

Additional resources were allocated to the capital programme due to the increased volume of planned projects which included two substantial refurbishment projects for

Strategic Housing Services delivering 2 x 10 bedroom properties in Victoria Street and Herschel Street providing an additional 20 rooms for temporary accommodation to reduce the expenditure on B&Bs. In addition the major refurbishment of Broom House and Poplar House tower blocks to meet the new fire regulations, installing sprinkler systems and undertaking significant refurbishment works which includes replacing the existing cladding is underway and expected to be completed in mid-2019. A summary of the works underway is given in table 7 below.

Table 7 – capital investment programme 2018-19

Programme	Number	Reason	Dates
Garage Sites	Phase 1 - 7 Sites/Phase 2 - 6 Sites /Phase 3 - 8 Sites/Phase 4 - 7 Sites - Total 28 sites	Preparation of sites for development and implementation of garage strategy	Started in April 2018 ongoing - Phase 1 Completed
EICR	1400	Electrical testing in individual homes required to be done and certified every 5 years under current legislation. To identify electrical repairs and undertake such repairs. 1208 in programme plus voids	Started in June 2018, 5 year programme
Boiler Replacements	650	Problematic boilers reaching end of their economic life so reducing future maintenance. 600 in programme plus breakdowns.	Started in September 2018 completion March 2019
Roof Replacements	190	Planned replacement of roof coverings and associated works (gutters, chimney repair etc.) that are more than 85 years old to reduce risk of leaks and future maintenance costs. Also reviewing insulation to improve heat efficiency at the same time.	Started in August 2018
De-Designated Schemes- FRA Works	11 schemes	Statutory compliance issues relating to fire risk and asbestos	Works to commence on site January 2019
De-Designated Schemes- Upgrade	3 schemes initially	Upgrade of communal areas following on from FRA works. These areas are in poor condition and have suffered from lack of investment in the past	Due to start in March 2019
Kitchens and Bathrooms	205	Traditional investment to kitchens and bathrooms concentrating on oldest first and those in poor condition	Started in November 2018
Window Replacements	58 Properties	Planned programme to replace old and defective elements. To decrease future maintenance costs and to improve security to residents and improve the damp and mould issues being reported.	Started in December 2018
Door Replacements	260 Properties (different amount of doors required on each unit)	Planned programme to replace old and defective elements. To decrease future maintenance costs and to improve security to residents. Installation of fire doors where identified by FRAs.	Started November 2018
Broom and Poplar Houses	84	Major refurbishment of two blocks of flats due to Statutory Compliance issues relating to fire risk in high rise buildings	Started in Broom September / Poplar started October 2018
Works following Fire Risk Assessments	270 blocks in first phase	All communal areas of low rise flats have new Fire Risk Assessments (FRAs). Statutory Compliance works identified by FRAs	Out to tender with supply chain with a return date of 7th January -subject to Section 20 process work to commence on site in March 2019

2.7 Cyclical Maintenance

As a result of the initial cyclical decoration data provided by the previous service provider was found to be insufficient to capture enough information to produce an accurate external decorating programme, works are scheduled to commence within the final quarter of 2018/19, following the completion of FRA works on various sites, with a 5 year programme being developed for commencement April 2019.

2.8 IT Supporting Service Delivery

A key feature of the RMI contract was to implement IT solutions to support delivery of services. The implementation of the interface between Accuserv and Capita has been a huge leap forward from the previous provider providing accessible information to deal with enquires from residents, review progress and stages for repairs by both Osborne and SBC staff. Reporting and analysis of trends is high on the list for making best use of this information which is linked to the schedule of rates so we can track budget and costs.

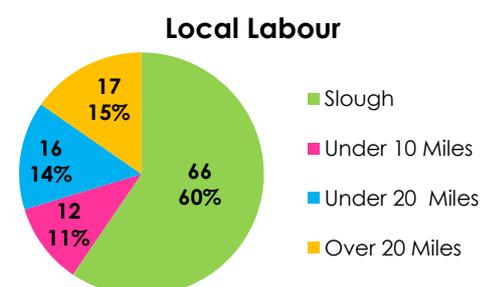
Information available is used to undertake ongoing 10% quality assurance of repairs work by the client team technical officers and analysis of trends. The interface ensures property and people information is refreshed along with safeguarding alerts and meets all GDPR requirements of sharing data with Osborne. Capita has also been substantially reconfigured and will remain under review to ensure we can record and report when properties are void. In addition, the new service charges module set up in Capita can begin to be populated using the repairs and caretaking/cleaning information from the interface to provide more accurate and transparent service charge accounts for leaseholders.

In addition PDAs have been rolled out to almost all frontline teams, including supply chain personnel and photographs of before and after repairs, cleaning and works are taken. The PDAs also allow operatives to acquire immediate feedback from residents when onsite. Further IT enhancements are planned and are detailed in the forward plan below.

3. People

3.1 Skills Training & Investment

- 1 full time apprentice to date, undertaking a Plumbing Apprenticeship - this will need to grow at pace to meet the requirements of Social Return on Investment (SROI) in the contract.
- Upskilling – 3 staff members on management courses. 2 x CIOB Level 4 certificate in Site Management & 1 x Level 5 Leadership & Management. Cleaners are shortly to commence a Licence to Practice course.
- Safeguarding – sessions provided at the commencement of the contract and ongoing training delivered by SBC Safeguarding Co-ordinator.
- Mandatory Training – 75% of Osborne staff trained on Asbestos / Manual Handling / Fire Awareness
- Osborne StopThink! initiative has been rolled out to over 75% of staff to date.
- ICS – All Osborne staff are underway with delivering accredited training via the Institute of Customer Service
- Local Labour – Osborne have 111 Permanent employees, 66 of which have a Slough postcode against a commitment of 75%
- 58 suppliers and subcontractors currently live, 11 of which, have a Slough Postcode – this will need to be developed to meet contract requirement to re-invest Slough £ within the borough.



3.2 Osborne Restructure

Osborne entered into consultation in October 2018, with a view to improve the delivery of services, and to provide a more economical structure to support the service needs.

The new structure is now embedded and all staff are engaging well in order to align structure to strategy. With this we will now have the benefits of increased productivity and concentration on the core business. Inevitably providing quality over quantity.

Engagement with all staff at all levels has been paramount to a successful restructure with regular communications and support throughout the process. Due to this, the new structure has allowed for a committed, productive team who have engaged with culture change and have been provided with clear goals and direction. Allowing for an empowered and driven workforce moving into the second year of the contract.

3.3 Supply Chain

There are currently 58 suppliers and subcontractors live, 11 of which, have a Slough Postcode – this will need to be developed to meet the contract requirement to re-invest the Slough 'pound' within the borough, however, the partnership recognises that in its first year the priority has been on delivering the service and providers have been engaged to respond quickly and effectively to meet requirements. Strong Supply Chain management has been key to ensuring service delivery, adding to the already embedded team of direct labour personnel and has enhanced the service.

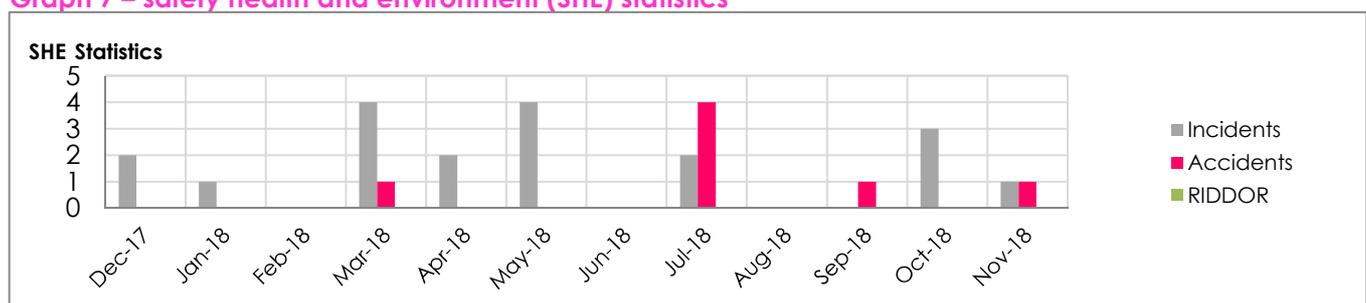
A supply chain day to start the process of local recruitment took place 04/12/18 hosted jointly by Osborne, SBC and Constructionline with representatives from 51 different companies in attendance. The opportunities for local suppliers, residents and small businesses will grow further as we seek to keep the 'pound' within the Borough. The client team will monitor the statistics of local suppliers and staff against the service delivery plan.

As we encourage growth with extensive joint marketing, this will attract other stakeholders to the Borough. By increasing the current asset standards we recognise that this could attract more professionals. This will increase the Borough's profile along with its Partners and stakeholders.

3.4 Health & Safety

All incidents and accidents are reported on a monthly basis to SBC. There have been no RIDDOR's (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) to date. Tool box talks are used to regularly update and refresh training required to ensure staff and residents are safety is reviewed.

Graph 7 – safety health and environment (SHE) statistics



Graphs 8 & 9 – SHE classifications and primary cause



4. RMI Plus (additional work)

The RMI partnership has worked with the temporary accommodation team, housing development, adult social care services and the home improvement agency to draft Service Level Agreements to deliver additional services. Whilst these will need to be reviewed following the recent SBC restructure announcement, Osborne have taken on this additional work and delivered services. As these services continue to grow additional resources may be required. To date, work has included full services to temporary accommodation including Pendeen Court, the TA block, delivering voids, repairs and maintenance, caretaking, cleaning and landlord compliance (fire, legionella, asbestos, fire alarm testing, electrical testing, lift maintenance). In addition Osborne have delivered refurbishment to two properties to create an additional 20 bedrooms for temporary accommodation lettings in Victoria Street and Herschel Street. Osborne have also been asked to review other property refurbishments by asset management team on behalf of James Elliman Homes, but to date a decision is awaited on how the council wishes to proceed. Osborne are able to mobilise quickly to undertake all refurbishment works but are awaiting a decision from the housing company and asset management team.

Works have also been undertaken to deliver major adaptations and a schedule of rates agreed which will be reviewed in March 2019. The partnership is able to take on this work very quickly to meet the needs of our most vulnerable residents and with the trading partnership (see forward plan below) will be in a position to offer this service to adult social care private sector residents as well as those residents living in the council's own stock.

5. Forward Plan

In the year ahead the partnership will continue to build on maintaining and improving performance, with a focus on ensuring areas where we have made significant progress this year continue to be delivered to a high standard, including caretaking, voids and customer services.

- 5.1 **Service Delivery Action Plan** – as mentioned earlier, the SBC client team requested an independent review of the 15 service delivery plans and Osborne have prepared a detailed action plan with target dates to address all areas identified for improvement. Progress will be actively monitored monthly at OMB and quarterly at SMB. Key areas of focus are given below.
- 5.2 **Social Return on Investment (SROI)** – Delivery of SROI is an essential part of service delivery for the partnership and there is significant service delivery requirements going forward, including;
 - apprenticeships and work placements
 - social enterprise
 - local business mentoring
 - reinvestment of Slough £
 - local labour and supply chain strategy
 - Workshops including, fuel poverty, health inequality, healthy eating and digitalisation
 - Support for local clubs and tackling isolation
 - Sponsorship of community based initiatives and charities
 - Refurbishment/upgrades in the community
 - Community Investment Plans for each neighbourhood
- 5.3 **Neighbourhood Guardians** – All Osborne staff especially caretakers / cleaners and supervisors all act as Neighbourhood Guardians, in 2019 Osborne will begin nominating individuals in each area so that our residents can put a face to a name.
- 5.4 **Environmental Plan** – Update the Environmental Plan, explore local charities for recycling furniture and white goods from voids. Carbon footprint management and recycling from major refurbishment works and capital investment programmes including waste management.
- 5.5 **Review Performance Indicator Suite**
As part of the annual review, the full performance suite of indicators will be jointly reviewed and refined to ensure that they are relevant and align with aspirations of the partnership.
- 5.6 **New Cost Model for Service Delivery (e.g. price per property / price per void)**
Osborne will present Slough a first draft of a new cost model based upon data and trend analysis to provide a bespoke solution for SBC. This will form part of the transition to the second delivery model as detailed in the contract and will incorporate costs for estate services charges and service transition. SBC will review the offer made in detail.
- 5.7 **Review Service Delivery Model Against New SBC Policies**
SBC have agreed new statutory compliance policies and management plans which will be used to review Osborne service delivery.

- 5.8 **Cyclical Decoration Programme**
Programme to be implemented from April 2019
- 5.9 **Best Practice Voids**
Within the partnership, void management will continue to be a high priority. Voids performance is recognised as a key focus for SBC and delivery of a continuously improving voids process, with the reduction of the key-to-key times, delivery of the lettable void standard and reducing on-going void costs. The introduction of new services for ingoing residents e.g. sparkle clean, accompanied viewings prior to completion of void works, can enable void times can be reduced.
- 5.10 **Capital Investment Programmes**
Develop and implement programmes to improve energy efficiency, reduce fuel poverty and improve EPC ratings e.g. boiler replacement, roofing, door and window programmes and insulation.
- 5.11 **Trend Analysis and Benchmarking**
As more data becomes available the partnership will enhance the work on trend analysis to manage the stock to shift from reactive to preventative planned works. We will also use Housemark to benchmark service delivery.
- 5.12 **IT Enhancements**
Development of the IT enhancement includes delivery of a **Members Dashboard** to provide regular performance reporting to Members, wherever possible, identifying information down to ward level. The **RMI Repairs App** enabling residents to log the top 10 repairs via an App will also be launched in 2019. The partnership welcome feedback from Members on the information they would like to see in the dashboard.
- 5.13 **Independent Resident Monitoring**
Develop and implement independent service monitoring by residents with neighbourhood teams e.g. Estate Inspectors.
- 5.14 **Customer Journey Mapping**
Resident engagement to review expectations in relation to the service they receive and using learning from complaints and compliments to identify where services need to be driven and improved e.g. introduction of call back facility by the Contact Centre.
- 5.15 **Membership of the British Institute of Cleaning Science (BICS)**
Training arranged to meet the required standard for membership.
- 5.16 **Trading Partnership**
Partnership to be inaugurated and private sector offer to be submitted by Osborne to generate income and additional revenue for the council e.g. gas servicing for private sector landlords.
- 5.17 **Housing Development, Refurbishments & Top-hatting**
SBC will expedite plans for delivery of new homes, including modular homes on garage sites, top-hatting existing blocks, refurbishments of assets, working in partnership with Osborne and other partners.

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 10th January 2019
CONTACT OFFICER: Dean Tyler, Service Lead - Strategy & Performance
(For all enquiries) (01753) 87 5217
WARD(S): All
PORTFOLIO: Councillor Hussain, Lead Member for Transformation and Performance

PART I
FOR COMMENT & CONSIDERATION

PERFORMANCE & PROJECTS REPORT: QUARTER 2 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 quarter two 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 2 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 on the 19th November 2018 the format and contents of the quarter 2 report were endorsed.

7 Conclusion

1.4. 53% (9 of 17) of the selected performance indicators are achieving desired target results with current near-misses in child protection plans, targeted health checks, adults managing their care and support through direct payments, number of people active, overall crime rates and access to employment rates.

1.5. Key improvements were achieved this quarter for the following:

- Slough's overall NEET rate has continually improved year on year from 3.7% in 2016/17 to 3.2% in 2017/18 and is well below the national rate of 6.0%.
- Level of street cleanliness. The overall inspection EPA grade improved from B to A- this quarter, with only 4% of inspection sites being below target grade and 27% of inspections revealed no litter, refuse or detritus present at all.
- Business rate income. By end of second quarter we had collected 56.61% of the expected in-year total, which is 1.01% above the profile target of 55.60% expected at this point. The amount collected of £61.7m is slightly above the amount collected this period last year of £61.1m.
- This is the first time in over a year that we have seen a decline in the number of households accommodated in temporary accommodation, currently stands at 446 compared to 464 last quarter.

1.6. Progress continues on all major schemes and projects. Across all projects on the portfolio 60% (15 of 25) 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.

1.7. Over 82% (47 of 57) of the manifesto pledges are reported as on target. The following Manifesto pledge was rated overall as Red this quarter (The RAG status previously was Amber)

- Plan and prepare designs to transform Cippenham Community Centre into a multi-use hub; with a new extension plus more services and facilities
As the hub is on flood land the council is looking again at how this is delivered and further information will be fed back as part of the Community Hubs report being presented to Cabinet later in the year.

8 **Appendices Attached (if any)**

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

9 **Background Papers**

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

Slough Borough Council

Corporate Performance Report

2018/19 – Quarter 2

(July to September 2018)

Strategy and Performance Service

Contents

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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 second quarter of the current year (July to September 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.

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**

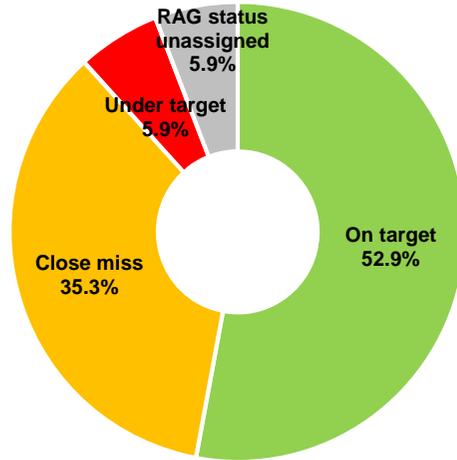
These 5 priority areas are described in the Slough 5 Year Plan:

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

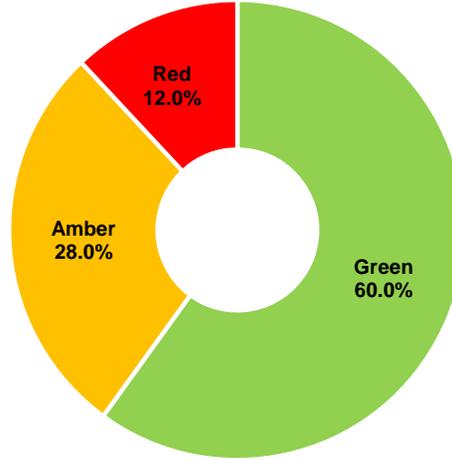
Performance against target (RAG)

The latest position at the end of quarter 2, an overview of the Council's performance was as follows:

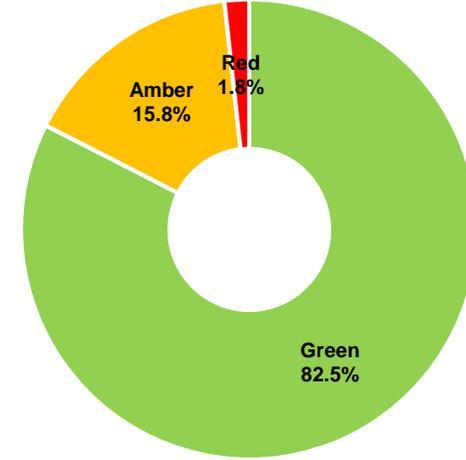
Key Performance Indicators



All Projects: Overall Status

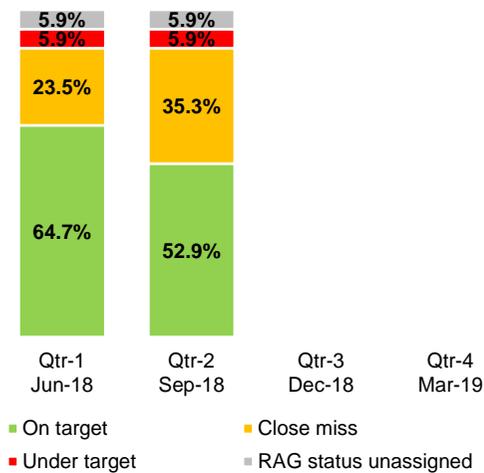


Manifesto Pledges: Overall Status

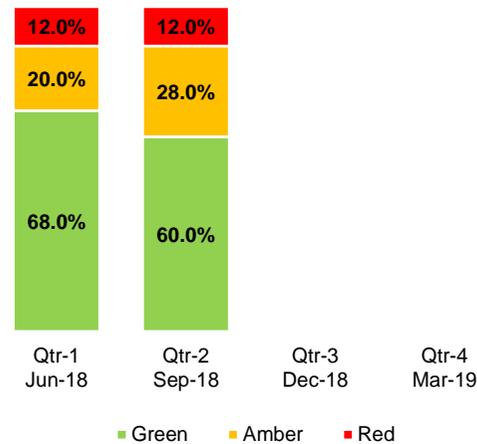


Comparison with previous quarter

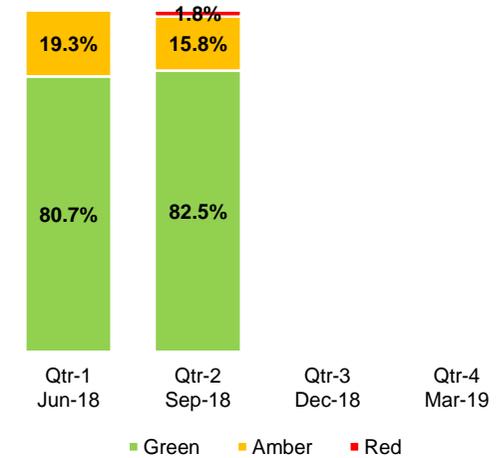
Key Performance Indicators



All Projects: Overall Status



Manifesto Pledges: Overall Status



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 rate indicator where good performance is low:

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

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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 2: 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)

 **12.0 %**

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

 **3.2 %**

Our people will be healthier and manage their own care needs

Number of adults receiving a Direct Payment (quarterly)

 **470**

Uptake of targeted NHS health checks (quarterly)

 **1.85 %**

Number of people inactive (annual)

 **34.8 %**

Our residents will live in good quality homes

Number of homeless households in temporary accommodation (quarterly)

 **446**

Number of permanent dwellings completed during the year (annual)

 **846**

Number of mandatory licensed HMOs (quarterly)

 **84**

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

Average level of street cleanliness (quarterly)

 **A- (2.52)**

Total crime rate per 1,000 population (quarterly)

 **94.83**

** Residents' perception survey (annual)

.. tbc

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

Business rate in year collection rate (quarterly)

 **56.61 %**

Access to employment: unemployment rate (quarterly)

 **1.7 %**

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

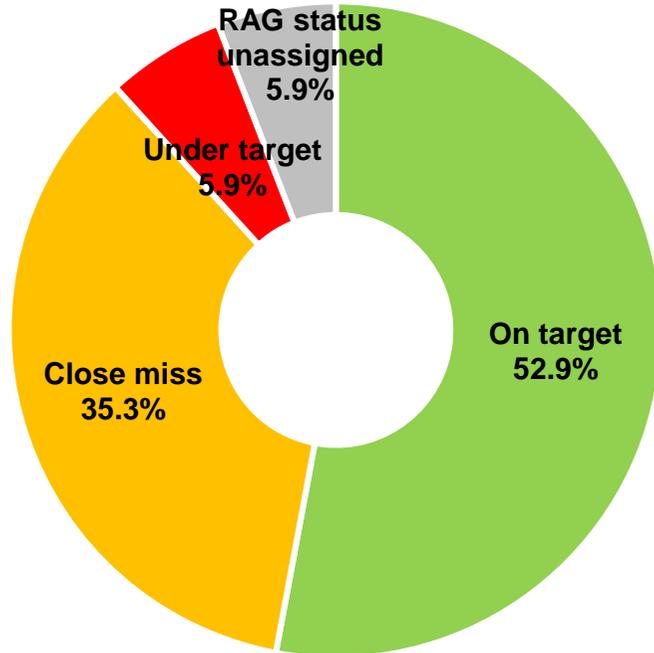
 **7 min 33s**

* This measure is new for 2016/17 due to a change in national marking criteria. Therefore only one year of data is available to report on.

** This is a new measure. A large-scale Residents survey will be conducted in autumn 2018.

The latest position of the Council’s key performance indicators at the end of quarter 2 was as follows:

Key Performance Indicators



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Quarter 2 updates are not yet available for the following measures:

- Crime rates
- Uptake of targeted health checks

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**), six were rated as **Amber**, signifying a near miss to desired performance level, and nine 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

This is the first time in over a year that we have seen a decline in the number of households accommodated in temporary accommodation. This is likely due to the annual decrease in approaches that occurs in August but also due to the James Elliman Homes properties which have been offered to residents as settled homes. The average monthly increase of households in TA is now 1.75% per month, as opposed to last year’s 2.45%

Please refer to the Corporate Balanced Scorecard (page 11) for further details of the initiatives in place to tackle the homeless households accommodated in temporary accommodation by SBC.

Key areas of performance improvement are:

Percentage of 16 to 17 year olds not in education, employment or training (NEETs)

The RAG status remained as **Green**

Measured once a year, involving local establishment of school leaver destinations.

Slough's overall NEET rate has continually improved year on year from 3.7% in 2016/17 to 3.2% in 2017/18 and is well below the national rate of 6.0%.

Level of street cleanliness:

Average score for graded inspections of Gateway sites
(Grade options from best to worst are: A to D)

The RAG status remained as **Green**

[EPA grade improved from B to A-]

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 saw an improvement in overall average grade, with only 4% of inspection sites being below target grade; 27% of inspections revealed no litter, refuse or detritus present at all.

Business rate income

The RAG status has improved from **Amber** to **Green**

Business rates are collected throughout the year; hence this is a cumulative measure.

By end of second quarter we had collected 56.61% of the expected in-year total, which is 1.01% above the profile target of 55.60% expected at this point. The amount collected of £61.7m is slightly above the amount collected this period last year of £61.1m.

Key areas of performance deterioration are:

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

The RAG status has dropped from **Green** to **Amber**.

The percentage of child protection plans at the end of Sept 2018 equates to 12.0% which increased by 5.9% from 6.1% at the end of Q1. However this is lower than Q2 from last year at 21.4%.

Uptake of targeted health checks

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

The RAG status has dropped from **Green** to **Amber**.

There was a substantial increase in NHS Health Checks (HCs) in Q4 2017/18 and then a decrease in the following quarter. There are a number of possible reasons for this increase in Q4 and Public Health is looking to understand these better in order to replicate this success.

We would like to continue to see an improvement in NHS HCs offered by GPs. In light of this, Public Health is working with the Slough GP Members to make it easier for each practice to be able to offer HCs or to partner within GP Networks, ensuring full coverage across Slough. Early indication suggests that GPs would be interested in this approach. We will also continue to promote NHS HCs to residents throughout the year and particularly in the New Year when people are feeling most ready for positive change.

Crime rates per 1,000 population: All crime

The RAG status remained as **Amber**

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.

Year to date, the total crime rate per 1,000 population has increased by 6.62 between March and June, which is higher than the national increase of 1.71.

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.

Please refer to the Corporate Balanced Scorecard (page 10) for further details of the initiatives in place to tackle crime rates.

Access to employment

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

The RAG status has dropped from **Green** to **Amber**.

Data is released by Department for Work and Pensions each month. Slough's claimant rate for Sept 2018 of 1.7% comprises 1,665 people.

Local unemployment rate is historically better than nationally but usually lags behind the South East of England.

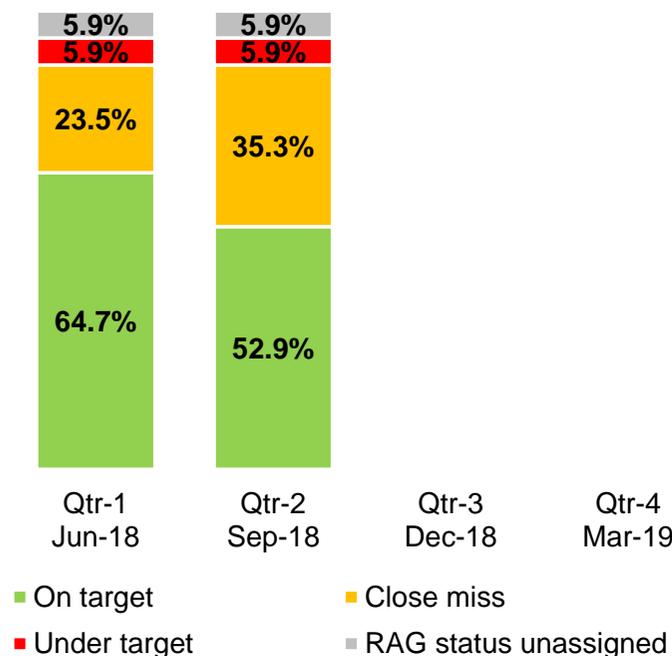
The Council is carrying out a number of activities to support and provide employment opportunities. These include mapping all current providers of employment services and the

creation of a portal based website to ensure easier access to support.

Comparison with previous quarter:

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

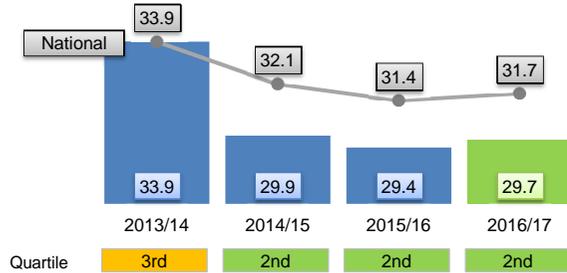
Key Performance Indicators





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

29.7 ↓

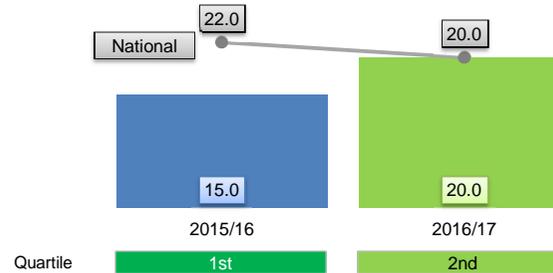


Target RAG Rating	Lower than the national gap	GREEN
	Higher than national gap but not ranked in the bottom 3rd of LA's	AMBER
	Ranked in the bottom 3rd of LA's	RED

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 ↓

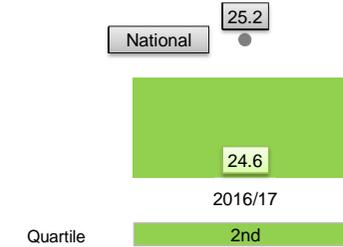


Target RAG Rating	Lower than the national gap	GREEN
	Higher than national gap but not ranked in bottom 3rd of LAs	AMBER
	Ranked in bottom 3rd of LAs	RED

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

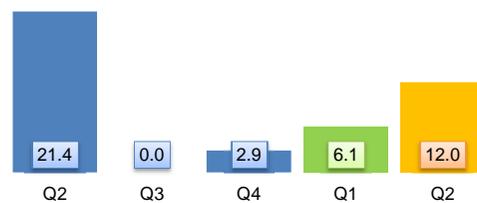


Target RAG Rating	Lower than the national gap	GREEN
	Higher than national gap but not ranked in bottom 3rd of LAs	AMBER
	Ranked in bottom 3rd of LAs	RED

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

12.0 ↓

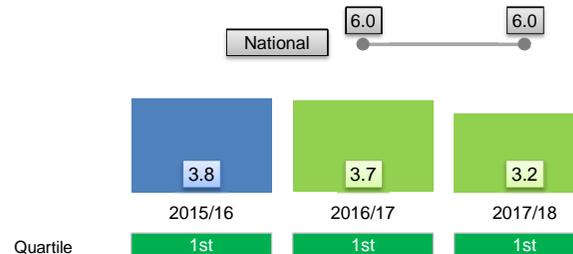


Target RAG Rating	Below 10%	GREEN
	Between 10% and 15%	AMBER
	Above 15%	RED

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.

Percentage of 16 to 17 year olds not in education, employment or training (NEETs)

3.2 ↑



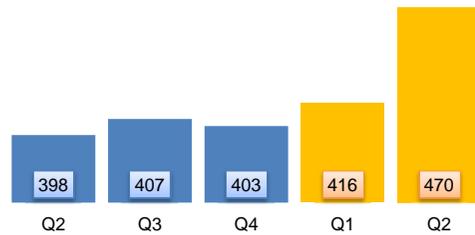
Target RAG Rating	Lower than 4%	GREEN
	Higher than 4% but below national	AMBER
	Percentage above national	RED

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

470 ↑



	Q2	Q3	Q4	Q1	Q2
Carers	150	160	159	165	210
Clients	248	247	244	251	260

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

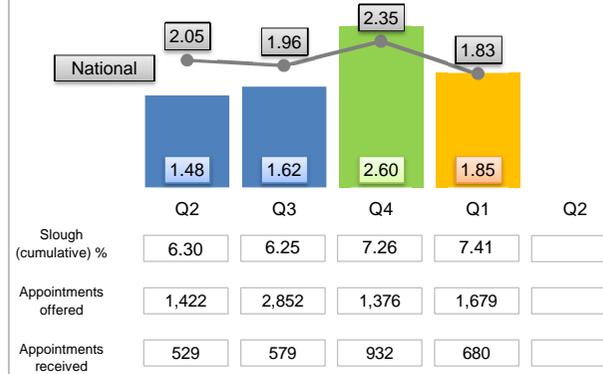
Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

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

1.85 ↓



Target RAG Rating	More than 1.90%	GREEN
	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.

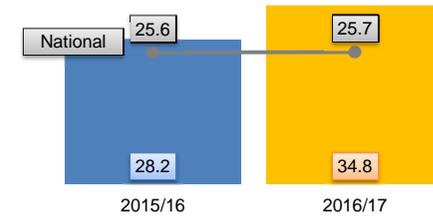
Health Checks are offered by GPs and the local authority, and Slough is seeking to promote a greater engagement amongst residents in taking up this offer.

There was a substantial increase in NHS health checks in Q4 2017/18 and then a decrease in the following quarter. There are a number of possible reasons for this increase in Q4 and Public Health is looking to understand these better in order to replicate this success.

<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 ↓



	2015/16	2016/17
Number of residents contacted	1,045	974

Target RAG Rating	Less than 34.4%	GREEN
	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)

A- (2.52) ↑



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.

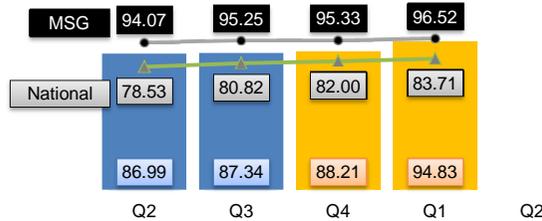
This measure averages the scores of all inspections and produces an EPA Grade for that mean average.

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 saw an improvement in overall average grade, with only 4% of inspection sites being below target grade; 27% of inspections revealed no litter, refuse or detritus present at all.

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

94.83 ↓



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.

Year to date, the total crime rate per 1,000 population has increased by 6.62 between March and June, which is higher than the national increase of 1.71.

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):

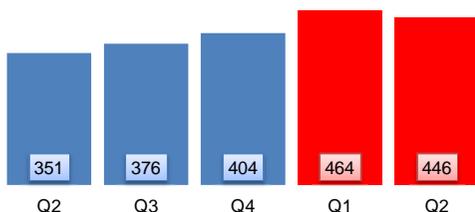
Through partnership actions, we continue to focus on projects to target crimes against the person, which includes 'violence without injury'. In an endeavour to improve victim identification, the Safer Slough Partnership has launched a modern slavery public awareness campaign across buses, bus stops, and social media. Further to this, training sessions for SBC Regulatory and Enforcement Services, as well as partner agencies, have been delivered, with information provided regarding identification of potential victims, working with Immigration, and how to share intelligence. The Safe Car Wash app was publicized in Grapevine, Streets Ahead, and Citizen, with the latter also including information on the Unseen app. Strictly anonymised data from the modern slavery helpline will be monitored to assess the effect of the awareness campaign.

The Safer Slough Partnership will continue to monitor data relating to criminal activity, to inform a partnership response to new and ongoing challenges in particular will look at the potential causes for the key increases in this period.



Number of homeless households accommodated by SBC in temporary accommodation

446 ↑



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

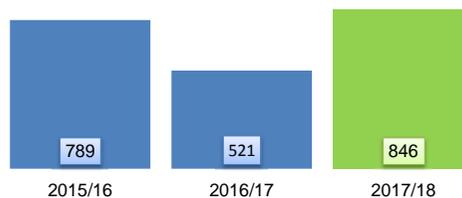
Measure is a count of homeless households in temporary accommodation on final day of each quarter.

This is the first time in over a year that we have seen a decline in the number of households accommodated in temporary accommodation. This is likely due to the annual decrease in approaches that occurs in August but also due to the James Elliman Homes properties which have been offered to residents as settled homes. The average monthly increase of households in TA is now 1.75% per month, as opposed to last years 2.45%

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.

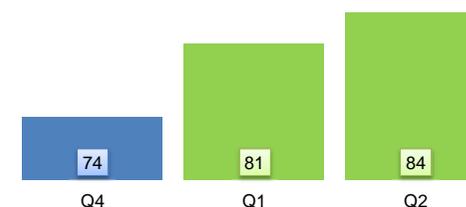
861 new dwellings were built in 2017/18 but 15 were lost through demolitions and changes of use; net completions were therefore 846.

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)

84 ↑



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.

From the 1st of October, the extended mandatory licensing scheme came into force. It is expected that a reasonable number of additional new applications will come through from this date. However, until some enforcement action is taken, it is not expected that all those licensable HMOs will come forward. To address this and to clarify the HMO licensing as whole, a proposal has been made of a borough-wide HMO Licensing scheme to cover all types and sizes of HMOs. This will remove the ambiguity and include all the smaller HMOs (majority in Slough) in the scheme. In addition to this, the team is currently working to develop and implement an Online App system which will help the process.



Business rate income

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

£61.7M
56.61% ↑



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

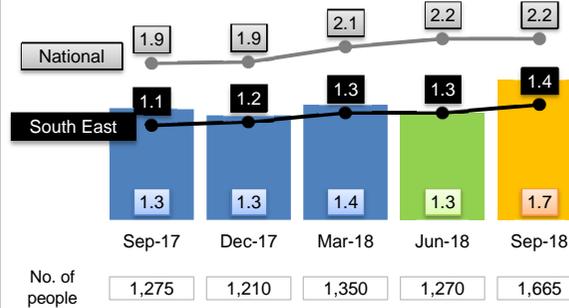
Business rates are collected throughout the year, hence this is a cumulative measure.

By end of second quarter we had collected 56.61% of the expected in-year total, which is 1.01% above the profile target of 55.60% expected at this point. The amount collected of £61.7m is slightly above the amount collected this period last year of £61.1m.

Access to employment

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

1.7 ↓



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 Sept 2018 of 1.7% comprises 1,665 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 33s ↓



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 22 seconds, however is quicker than this time last year of 8:38 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.

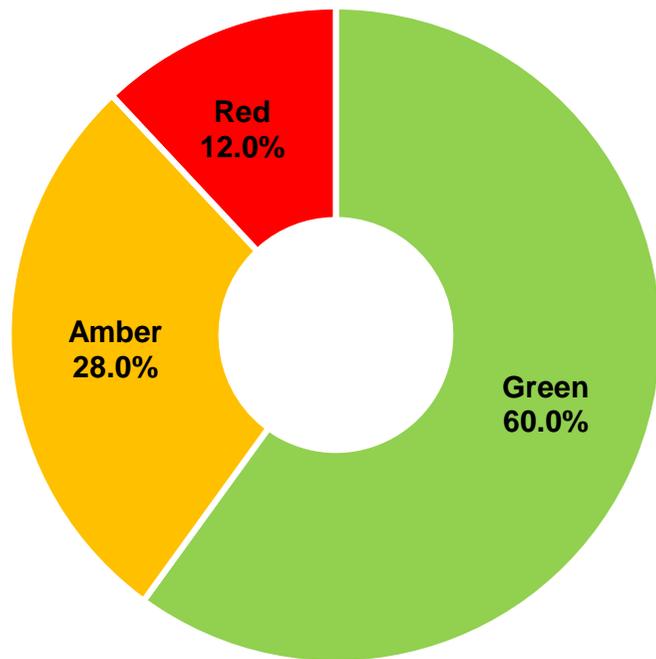
2018/19 Quarter 2: Project Portfolio

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 2 there were 25 live projects on the portfolio, graded as follows:

	Gold	Silver	Bronze	Total
Qtr-1	6	12	7	25
Qtr-2	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, 60% were rated overall as **Green** (15 projects), 28% were rated overall as **Amber** (7 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 2 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 ⇔	Amber ↓	Red ⇔	Red ⇔	A Contractor has been appointed by the Education and Skills Funding Agency to build the new school and hub.
Haybrook College	Amber ⇔	Red ⇔	Amber ⇔	Red ⇔	Slough is working on 3 projects with Haybrook College. Works are currently being tendered by the school for 323 High Street. Budget has been approved to build the annex at the Thomas Grey Centre which will allow Rotunda users to relocate. Work to finalise the brief for the Haybrook Annex is underway and this will form the basis of a Pre-Contract Service Agreement with Slough Urban Renewal.
Leisure Capital Programme	Green ⇔	Green ⇔	Green ⇔	Green ⇔	Centre Leisure works are ongoing and on track. External signage now installed at Salt Hill Activity Centre.
Housing Strategy – Homelessness Reduction	Green ⇔	Green ⇔	Green ↑	Green ⇔	The draft homelessness strategy has been presented to stakeholders. A draft out of area placement report for cabinet has been completed. Working in partnership with Shelter and some internal partners has commenced.
Highways and Transport Programme	Green ⇔	Green ⇔	Green ⇔	Green ⇔	No update received.
Building Compliance	Green ⇔	Green ⇔	Amber ↓	Green ⇔	The RSM action plan has been updated to reflect progress made on each of the recommendations made following the Building Compliance Audit.

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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 achievements

Clean, Safe & Vibrant

HOME Slough lease has been agreed for the old 'Top Shop' site. A deep clean of the town centre has been completed and the team are planning for future deep cleans and spot cleaning.

Key issues to be aware of:

Budget

Haybrook College

Planning delays have increased budget cost for the refurbishment of the Thomas Grey and Milan Centre. When the full cost implications are established then a budget increase will be sought from the Strategic Finance Board.

Grove Academy

A Contractor has been appointed by the Education and Skills Funding Agency to build the new school and hub. Measures are being put in place to reduce risks of costs rising above the agreed budget.

Resources

Slough Half Marathon

There was a change of contractor to undertake the traffic management function and ongoing risks associated with securing enough volunteers for marshalling and operations are being addressed.

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 an End Project Review and Lessons Learned review and recommendations included:

- The need to ensure there are long lead times for project handover should a Project Manager change part way through the project.
- The positive impact of strong working relationships with external suppliers has on a project.
- The need to build transition to Business As Usual as a stage in the project plan.

Comparison with previous quarter:

The bar chart compares the proportion of projects assigned a RAG status at quarterly intervals.

In comparison with the previous quarter the following two projects slipped from overall RAG status of **Green** to **Amber**.

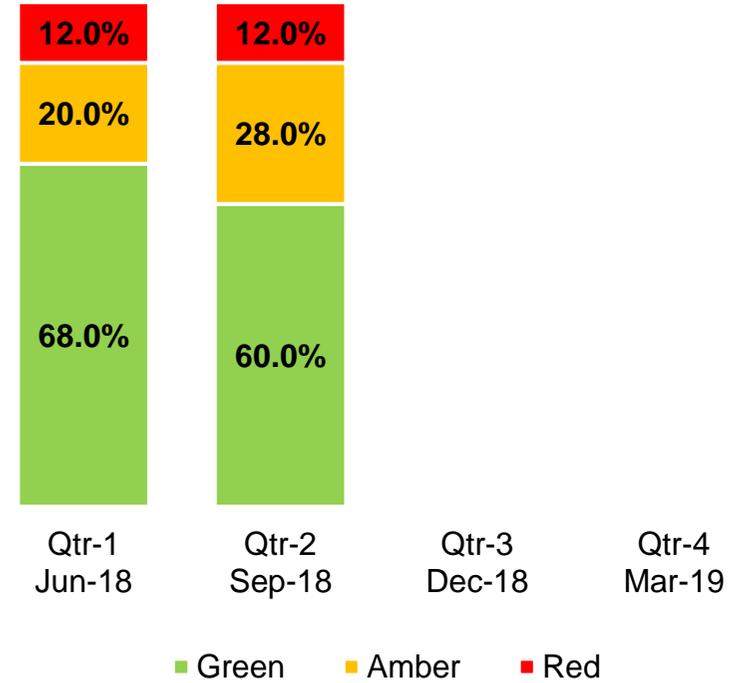
Slough Academy

The Talent Management System needs Cabinet approval which will delay the anticipated purchase date.

Telephony

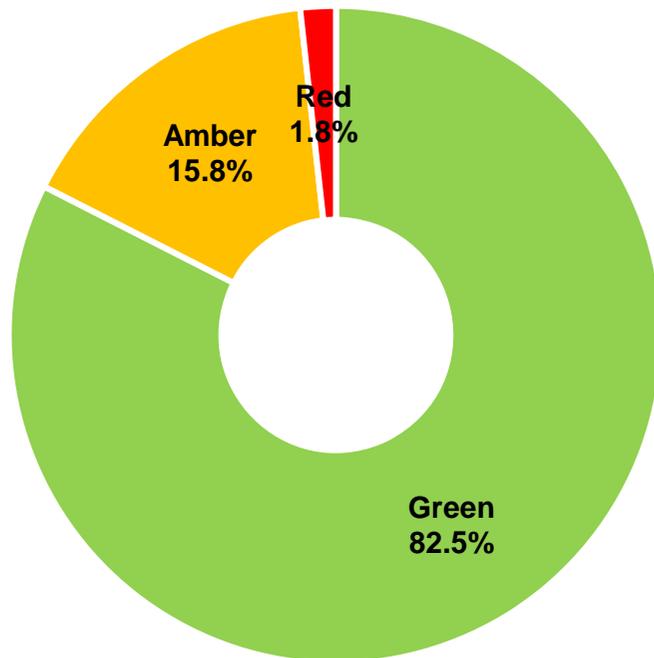
Delay in implementation due to technical issues with proposed solution. Virgin Media Business are working to address these issues

All Projects: Overall Status



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 2 i.e. 30th September 2018.

Manifesto Pledges: Overall Status



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There are 57 Manifesto pledges across the key areas.

At the end of quarter 2, 82.5% (47 pledges) were rated overall as **Green** as achieving or on schedule and 15.8% (9 pledges) were rated overall as **Amber**, signifying as working towards. One of the pledges was rated overall as **Red**.

Key achievements this quarter:

The following Manifesto pledge RAG status improved in comparison to the previous quarter.

Make £17 million in improvements to our existing council stock - fitting homes with new kitchens, bathrooms and more energy-efficient boilers

The RAG status has improved from **Amber** to **Green**

The HRA Asset Management Strategy has a planned 5-year programme of works. This year's commitment of £17 million has targeted substantive investment including replacement of 600 energy efficient boilers, 100 new bathrooms, 90 new kitchens, 250 new individual entrance doors, 220 properties having new energy efficient double glazed windows, 200 pre 1940s houses having new roofs including enhanced insulation, fire risk works to flatted blocks, refurbishment of Broom House and Poplar House, works to garage sites to address ASB, create parking and improvements

Key issues to be aware of:

The following Manifesto pledge was rated overall as **Red** this quarter (The RAG status previously was **Amber**)

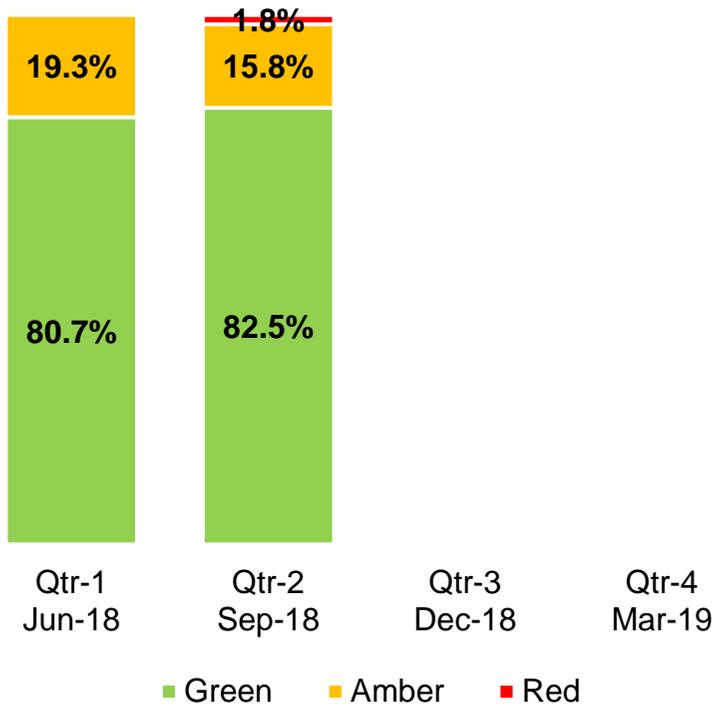
Plan and prepare designs to transform Cippenham Community Centre into a multi-use hub; with a new extension plus more services and facilities

As the hub is on flood land the council is looking again at how this is delivered and further information will be fed back as part of the Community Hubs report being presented to Cabinet later in the year.

Comparison with previous quarter:

The bar chart compares the proportion of Manifesto pledges assigned a RAG status at quarterly intervals.

Manifesto Pledges: Overall Status



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 2 i.e. 30th September 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 2019	GREEN
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 2022	GREEN

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THE ENVIRONMENT AND NEIGHBOURHOODS

Manifesto Pledge	Date for Delivery	RAG
Ensure all Slough's neighbourhoods reach the standard of the best	March 2019	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		RED
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

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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

Manifesto Commitments 2018/19 Quarter 2

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	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). 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.	GREEN
	March 2022	Identified 511 new dwellings for development on former garage sites to be delivered over next 3 year period. Bids have been submitted to central government for funding to support the building programme. The initial government bid to allow for borrowing has been superseded by the government's removal of the borrowing cap thus allowing those schemes that have been identified to proceed. The team is in process of submitting pre-planning applications for a range of sites.	
Replace every property lost in the past 12 months through Right-to-Buy with a new social home	March 2019	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. Year to date, there have been 11 RTB sales (2 in Q2) and 3 new council build completions. 1 buyback was completed in Q2 (1 YTD).	AMBER
Invest £18 million in buying homes to increase the supply of genuinely affordable housing for Slough families	March 2019	The £18m for 2018/19 has been spent and we have received agreement to bring forward a proportion of the 2019/20 allocation. This will likely be about £7m. 67 units have been bought although 14 have been let so far.	GREEN

<p>Make £17 million in improvements to our existing council stock - fitting homes with new kitchens, bathrooms and more energy-efficient boilers</p>	<p>March 2019 £17m Investment</p>	<p>The HRA Asset Management Strategy has a planned 5-year programme of works. This years commitment of £17 million has targeted substantive investment including replacement of 600 energy efficient boilers, 100 new bathrooms, 90 new kitchens, 250 new individual entrance doors, 220 properties having new energy efficient double glazed windows, 200 pre 1940s houses having new roofs including enhanced insulation, fire risk works to flatted blocks, refurbishment of Broom House and Poplar House, works to garage sites to address ASB, create parking and improvements</p> <p>Included within the programme is investment due to significant statutory compliance related work, particularly fire and asbestos risks. For technical reasons some of the delivery of these works will take time and not all can be completed in this financial year, budgets have therefore been adjusted to bring forward other works to ensure investment improvements are achieved</p> <p>This year's programme is the first year of a five-year programme with a new service partner Osborne Property Services Ltd, Osborne have been instructed to undertake all programmes, pre contract surveys and costs are now agreed and programmes for roofs, boilers, garage sites, Broom and Poplar are now onsite, with kitchens and bathrooms, windows and doors to follow shortly.</p> <p>There is as expected a slow start to delivery of the programme with a new service partner, completion of work and spend per month will increase steadily through Quarter 3.</p> <p>The Capital Investment Programme for 2019/20 will continue with works already on site in April and be delivered relatively evenly throughout the year.</p>	<p>GREEN</p>
<p>Bring forward plans to regenerate the Canal Basin and TVU site with enhanced open space, and new homes, retail and community facilities</p>		<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>	<p>AMBER</p>

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	2022	The council's vision for the site currently occupied by Tower and Ashbourne Houses is the demolition of the two towers and redevelopment of the site to provide circa 200 new homes in total. During Quarter 2 we have held the 1st public consultation, met with the LPA and also presented the design to the South East Design Panel. A number of surveys such as: topographical, arboriculture, ecological, ground conditions, daylight and sunlight have already been completed, with others being undertaken in Q3. The Service Lead, Neighbourhoods has signed off key design requirements such as sprinklers, CCTV and for all lifts to be fire-fighting lifts. Further refinement of the design is on going, prior to the intended submission of a planning application in December 2018.	GREEN
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THE ENVIRONMENT AND NEIGHBOURHOODS

Manifesto Pledge	Date for Delivery	Actions taken	RAG
Ensure all Slough's neighbourhoods reach the standard of the best	March 2019	The government has produced a green paper that draws reference to service standards. These are currently being reviewed alongside wider estate and neighbourhood standards which have previously been circulated to cabinet members. The intention is to develop the service standards in consultation with residents by the end of the financial year.	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. Further discussions required with leader to understand process for full roll out.	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)	<p>This manifesto pledge is a long-term project.</p> <p>The Low Emission Strategy was approved by Full Council on 27th September 2018.</p> <p>A feasibility assessment for a Clean Air Zone will be undertaken by Winter 2019 that will consider different categories of CAZ and non-charging and charging CAZ. If the assessment concludes that a CAZ would be effective in improving air quality and complying with air quality standards, an economic viability assessment will be undertaken. A CAZ will require a full public consultation and an application to the Secretary of State for Transport. We are currently on track for full implementation by summer 2021.</p>	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
Take action against fly-tipping by seeking prosecutions against serious and prolific offenders	Ongoing	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. 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. The council will investigate all instances of fly-tipping and attempt to identify those responsible, and will seek prosecutions.	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	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. 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. Gateway site inspections assure us that streets are generally maintained to a high standard of cleanliness, and results improved in Q2.	GREEN
Spread the benefit of regeneration from central Slough to local neighbourhoods	December 2019	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 of the HRA estates is currently near completion and is being led by the Neighbourhood Services Lead which to date has identified over and above the garages site and a potential further 300 units that could be gained from remodelling or top hatting.	AMBER

PARKING AND TRANSPORT

Manifesto Pledge	Date for Delivery	Actions taken	RAG
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<p>Deliver a new frequent, rapid "SMaRT" bus service along the A4</p>	<p>Autumn 2018</p>	<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. 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. The state-of-the-art electric bus has been operating from the Slough depot along the Green Line 703 service.</p> <p>A closed service commenced on 2nd July and will continue into the New Year before a new public service will come into operation with new buses and branding. http://www.slough.gov.uk/parking-travel-and-roads/slough-mass-rapid-transit-smart.aspx</p>	<p>GREEN</p>
<p>Increase the number of cycle hire points, putting them where people want them; plus improve and expand walking routes across Slough</p>	<p>Summer 2018</p>	<p>Slough has expanded the cycle hire scheme to 17 docks placed strategically across the borough. Two are yet to go live, after which the entire scheme will be promoted and incentivised. Currently the cycle hire scheme is transitioning to new management.</p> <p>Over 7,248 hires since the scheme went "Live" equating to 34.29 uses/day. 370 registered users who will transition to the new, easier to use system which allows users to pay and pedal model that will also permit easier sign-up.</p> <p>For more details on the scheme please visit https://www.cycleslough.com/</p> <p>Brunel Way Cycle Hub has been decommissioned. Options being considered to bring this aspect in-house to reduce costs, including re-negotiating new hub space with Network Rail and Great Western Railway.</p> <p>Walking routes are being reviewed via the Access Fund programme, to include improved signage around schools.</p>	<p>GREEN</p>

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. The service 5 is now being registered by Reading Buses as commercial with support from Slough on areas which do not have sufficient demand. HAL to lead on procuring a service to T5 and will engage with members and officers over the coming months.	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 will be complete by end of 2018/19 with phase 1 of EV/ULEV car club set up by summer 2019. We are slightly behind schedule. Slough council provides free electricity and parking at 10 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. Carriage programme completed and footway programme commencing October 18.	GREEN
Run a competition with industry and local business to find innovative ways to help people move around the Borough quicker and more cheaply		A commuter challenge is being devised and procured, working with local businesses to allow employees to compete against each other using various sustainable modes. In addition, a new carshare supplier is being procured to work with twenty businesses in Slough. Once established, a competitive element will be introduced into this carshare scheme as an annual event.	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		As the hub is on flood land the council is looking again at how this is delivered and further information will be fed back as part of the Community Hubs report being presented to Cabinet later in the year.	RED

<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 & Pin devices installed in 4 main children centres and more devices are due to be installed in the library branches in October. Testing is still ongoing for online school attendance payments with go live scheduled for October.</p>	<p>GREEN</p>
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LEISURE AND OPEN SPACES

Manifesto Pledge	Date for Delivery	Actions taken	RAG
<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. http://www.slough.gov.uk/leisure-parks-and-events/leisure-centres.aspx</p>	<p>✓</p>
<p>Increase free sports facilities in our parks and install more green gyms</p>	<p>Ongoing</p>	<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. 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>	<p>GREEN</p>

Bring back the Slough Half Marathon and 5k Family Fun Run	October 2018	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. 750 runners have already signed up to the Half Marathon and 300 for the 5K fun run. http://www.slough.gov.uk/leisure-parks-and-events/slough-half-marathon.aspx	GREEN
Work to introduce more licenced wedding venues across Slough by seeking licences for Arbour Park and the Baylis House Hotel		Manifesto Pledge has been met , with both Arbour Park and Baylis House now licensed as “approved venues” for marriages and civil partnerships. 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. http://www.slough.gov.uk/births-marriage-deaths/weddings-at-approved-venues.aspx	✓
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. Autumn bulb planting has now started and the million bulbs in Slough will be exceeded. Plans to replace the diseased horse chestnuts in Upton Court Park are underway with the replacement avenue to be planted this winter.	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
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Introduce a 'Slough Card' to give Slough residents priority and cheaper access to our services and facilities	Spring 2019	<p>The steering group have met with a potential provider and identified a range of challenges based on their (the providers) previous experience. These include meeting the leader's aspiration to deliver the card to each household using the existing council's mail out of council tax demand.</p> <p>The integration with existing technical systems, the need for a clear design for the card and the relevant services and income reductions such as with Everyone Active and their existing contract. The steering group are working on a PID for the next transformation board in November.</p>	AMBER
Work with employers to expand apprenticeships for local young people	September 2018 and ongoing	<p>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.</p> <p>Slough Academy will be launched in Nov 2018 which will demonstrate how the Council is role modelling the agenda on Apprenticeships.</p>	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	<p>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.</p> <p>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.</p> <p>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.</p> <p>Bi-lateral meetings progressing well with a list of objectives produced; will require input from members to agree the outputs the council is looking to achieve.</p>	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	<p>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.</p> <p>Langley station on-going; DSO increase resources.</p>	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	<p>Our work continues with partners to increase use of a range of front-line workers trained in MECC (Making Every Contact Count). Part of this training supports raising awareness and uptake of NHS health checks across the community.</p> <p>Public Health is working with the Slough GP Members to make it easier for each practice to be able to offer Health Checks or to partner within GP Networks, ensuring full coverage across Slough. Early indication suggests that GPs are interested in this approach.</p>	GREEN
Construct new specialist housing for residents with learning disabilities on the former Rochfords Hostel site	Summer 2020	<p>We have asked SUR to review the feasibility on this site, which they have done. We have met with Adults Commissioning and they have given us their requirements. We have confirmed that the development will go ahead of 19 or twenty units. This depends on clarity about whether an office can be accommodated elsewhere in the scheme.</p> <p>The development will be built by Summer 2020 if all goes to plan.</p>	GREEN
Work with schools to ensure all children can access mental health services	September 2018 April 2019 September 2019 March 2019	<p>We continue to work with partners across East Berkshire on NHS England's CYP Mental Health Transformation plan (led by East Berks CCG) to improve MH provision including the offer for schools.</p> <p>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.</p> <p>Local Children Safeguarding Board (Education) has prioritised CYP Mental Health with various actions.</p> <p>Schools Effectiveness and Public Health establishing a Healthy Schools and an Early Years coordinator to support on wellbeing approaches including mental health.</p>	GREEN

Make the Council an exemplar for Slough, by working to become a disability friendly and Stonewall-accredited organisation	March 2020	<p>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.</p> <p>At September's TalkAbout session a formal announcement of signup to Stonewall was made and the official logo is now being inserted into our recruitment literature. Also a staff network support group has been established for LGBT staff.</p> <p>Next quarter we will be updating our current HR policies and revising the Transgender Policy using guidance from Stonewall and preparing for the publicity for the Stonewall staff survey to take place in October.</p>	GREEN
Increase the number of people managing their own care and support via direct payment	Ongoing	<p>We are continuing to promote Direct Payments as a method of securing and controlling personalised support care packages to all existing and new users of adult social care services.</p> <p>This quarter, there has been a significant increase in the uptake of Direct Payments for carers. We have also undertaken some analysis of existing care packages and are targeting those that would benefit from a Direct Payment. We have set up a direct payments project group to review and refine our approach.</p>	AMBER
Increase the number of local people supported by the community and voluntary sector	Ongoing	<p>Continued development of the SPACE contract and delivery.</p> <p>Development of asset based conversations and community development - trial work in ward areas.</p> <p>Development of new co-production network.</p>	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	<p>New Slough place based strategic meeting to start.</p> <p>Regular meetings between assets teams of council and NHS.</p> <p>Agree options - aligned between new service delivery options and existing/new assets.</p> <p>Adult Social Care Accommodation Project Board established to align the Locality working model with the co-location. Options appraisal underway to establish next steps.</p>	GREEN

SLOUGH HIGH STREET AND THE TOWN CENTRE

Manifesto Pledge	Date for Delivery	Actions taken	RAG
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Carry out a town survey to gather residents' views on how best to improve the High Street	Autumn 2018	A borough-wide Place Survey is being conducted in autumn 2018 and will include questions regarding respondents' attitudes to the town centre. Procurement of a survey company has been completed and the questionnaire is expected to be distributed during October.	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. Town Centre Transport Strategy to go to Feb 2019 Cabinet focussing on transport led development.	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'	Clean Safe Vibrant Programme July 2018 Self-Assessment October 2018 Purple Flag Assessment October 2019	Works delivered via the Clean Safe Vibrant programme will support the town's progression to Purple Flag accreditation. 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. Ongoing work for 100 day pledges for completion by 12.10.2018 Self-assessment of the town centre against the Purple Flag criteria planned for 05.10.2018 which will inform next steps: an action plan will be prepared and circulated by end of October 2018. Completion of 100 day pledges and transition to 180 days and the 'meanwhile' strategy to build vibrancy. 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	GREEN

CHILDREN AND YOUNG PEOPLE

Manifesto Pledge	Date for Delivery	Actions taken	RAG
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<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. 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. Pupils at Wexham and Westgate Schools have starting using their new facilities. A number of SEND and PRU projects have been delayed due to budget issues which have triggered a review of the procurement strategy for large school projects. At present, all other works are proceeding as planned.</p>	<p>GREEN</p>
<p>Give all school-starters a free book and library card, to help improve literacy</p>		<p>A scheme to deliver against this pledge is currently being costed, and more details will become available during Quarter 2.</p>	<p>AMBER</p>
<p>Work to bring a higher education facility back to Slough</p>	<p>Ongoing</p>	<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. Exploring a Slough Campus, feasibility due March 2019. University of Slough event scheduled for the 5th October.</p>	<p>GREEN</p>

Increase post-16 skills and job training for young people with disabilities and special educational needs

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.

Quarter 2 saw progress made in preparation for the scheme's launch in the autumn term, including setting up a working group to oversee this activity.

Meetings have taken place with Post 16 providers (Windsor Forest College Group, Berkshire College of Agriculture and Arbour Vale School) to discuss establishing a Supported Internship curriculum. BCA have piloted the programme and have enrolled 7 learners onto the course

Funding for the role to support Children and Young People with EHCPs from Year 9 onwards has been agreed and will be delivered by Slough's YPS from Autumn term 2018. This role will help facilitate young people with SEND accessing Supported Internships

Further work to be done with providers to establish cohort of young people that can access Supported Internships and to identify potential employers.

SEND Supported Internship Grant to be used to employ member of staff to establish Supported Internship Forum and to fund training opportunities for providers.

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. Make your Mark results for 2018 will be available by end of October 2018</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>
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<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. Capital funding to support the development of additional Early Years places has been approved and an Early Years Capital Board has been established. The Board is comprised of representatives from many council departments and includes PVI representation. Terms of reference have been decided upon and a meeting schedule prepared and instigated. The places will be developed in phases and cover a 5yr period (as detailed in the cabinet report February 2018). Section 106 developments are also being applied where appropriate to facilitate place creation. Update report on in year place development.</p> <p>During Quarter 2, the extension and refurbishment of Olive Tree Nursery was completed creating an additional 12 full time early years places. This brings the total number of places created this year so far to 128.</p> <p>This leaves a target of 272 places to be created by 2023, although we expect a further 40 places to be available before the end of the current year. We continue to be ahead of 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. 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>

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SLOUGH BOROUGH COUNCIL

REPORT TO : Overview & Scrutiny Committee **DATE:** 10 January 2019

CONTACT OFFICER: Joe Carter, Director of Regeneration
(01753) 875653

WARD(S): Chalvey

PART I
FOR COMMENT & CONSIDERATION

CALL-IN: CHALVEY REGENERATION STRATEGY UPDATE

1 Purpose of Report

- 1.1 To advise the Committee of the receipt of a Member call-in and to seek the Committee's views and instructions on how it wishes to deal with it.
- 1.2 Cabinet approved Phase Two of the Chalvey Regeneration Strategy in October 2013. The purpose of the report to Cabinet on 19th November 2018 was to review progress made in the 5 year period since October 2013 and recommend projects to be included in Phase Three of the Chalvey Regeneration Strategy.

2. Recommendations

- 2.1 The Committee is requested to consider the call-in and decide what action it wishes to take.

3. Supporting Information

Call in

- 3.1 In accordance with section 16 of the Overview & Scrutiny Procedure Rules, a Member Call-In has been received from Councillors Sharif, Atiq Sandhu and Usmani as attached at Appendix One to this report:

"The main purpose is to debate/discuss Phase 3 of the Chalvey Regeneration Strategy and see if it can be improved to satisfy the local residents.

We will not debate/discuss addendum – PSPO [which was] part of same agenda."

- 3.2 The Committee may take the following action on the call-in
- Agree to take no further action on the request.
 - Make alternative recommendations to the Cabinet or Council.

Call-in: Chalvey Regeneration Strategy

- 3.3 Cabinet approved the second phase of the Chalvey Regeneration Strategy in October 2013. In doing so, members agreed that the Strategy should have a specific emphasis on delivering regeneration outputs and outcomes for a select number of key sites.

3.4 Phase Two of the Strategy evolved to include the following six sites:

Project	Description/Actions
Redevelopment of former Cross Keys PH	Having resolved ownership and disposed of the SBC land, planning consent for 11 three storey terrace houses was granted in October 2016, works commenced in 2017 and completed earlier this year.
Former Petrol Station at Chalvey Road East	A detailed planning consent was submitted in November 2014 and consent was granted in November 2015. Works commenced on site in 2016 and completed earlier this year comprising 24 flats and 3 houses.
Chalvey Halt	Introducing improved access to public transport for Chalvey was a long-term aspiration of the Council and was one of the messages drawn from public consultation in 2009.
Redevelopment of Ledgers Road	SUR secured planning permission for a 73 unit scheme comprising 24 flats and 49 houses, of which 31% were affordable properties (purchased by SBC Housing). The project went on site in 2015 and was completed by 2017. All homes were purchased by homebuyers, 50% were from SL1, 2, 3 or 4.
New Changing Rooms and MUGA	The introduction of new changing facilities and a Multi Use Games Area on the recreation ground were identified as a key requirement for the local community. This project completed in 2015.
Redevelopment of Former SSE Depot	Subject to developing a successful business case, works are now expected to go on-site in 2019 – although this timescale is outside the control of SBC.

3.5 Running in parallel with the second phase projects, the regeneration of Chalvey has been boosted through the completion of the following Council-led projects, all of which were delivered via the Council's Joint Venture Company, Slough Urban Renewal ("SUR"):

Project	Description/Actions
Refurbishment & Extension of Slough Ice Arena	The existing Ice Arena was completed in March 2018. The rejuvenated leisure facility now includes a climbing wall, clip'n'climb, small gym and community café in addition to the fully refurbished Ice Rink.
Extension of Claycots Primary School	The extension of Claycots Primary school was completed in December 2017. The extension provides 15 additional classrooms along with a new sports hall/dining area (which is available for community use out of school hours).
Remodelling of the former ten Pin Bowling Centre	The Salt Hill Activity Centre was completed in May 2018. This completely refurbished leisure facility, provides a unique family oriented facility with trampolining, high-wire climbing, soft play, bowling, caving and party rooms.
Green Gyms	Since 2015 the Council has delivered its leisure strategy commitment of improving leisure facilities in local neighbourhoods. It has delivered a programme of 18 new green gyms, 7 multi use games areas, 1 parkour park, 1 skate park and 7 artificial cricket wickets in the borough's parks and open spaces.

Note: See Appendix One for location

3.6 Phase Three of the Chalvey Regeneration Strategy will include the following projects:

Project	Description	Dates
Remodelling of SMP	The conversion of SMP into 64 social and affordable properties for rent. A detailed feasibility study is being undertaken, with a report now scheduled to Cabinet in February 2019.	Update in February 2019

Redevelopment of Tower & Ashbourne	Subject to planning, this Council-led project will see the demolition of the existing tower blocks, to provide circa 195 flats and houses – a net increase of 80-90 units	TBC
Grove Academy	Subject to planning, the introduction of a new all-through school and four court sports hall. If there are no planning delays (including flood risk), works are intended to start on site in March 2019.	November 2020
New Chalvey Hub	The New Chalvey Hub will be designed to be multi-functional and as flexible as possible to accommodate the changing needs of local residents	May 2020
Tuns Lane Redevelopment	The Council was approached by a developer, which is the majority land owner, to establish if the Council would consider using Compulsory Purchase Order (“CPO”) powers to assemble a site. The developers’ concept drawings indicate an ambitious plan to introduce a high quality residential mixed-tenure development, providing at least 200 new homes - a net increase of 176 units. Cabinet gave in-principle approval to use CPO powers in March 2017, provided the costs are underwritten by the developer via a CPO Indemnity Agreement.	Discussions are ongoing between the Council and the developer – however there are currently no fixed deadlines.
Redevelopment of Montem Leisure Centre	The most recent capacity study shows the potential for up to 160 new properties, providing a mix of apartments and 2-3 bedroom houses. With works on the new Leisure Centre (at Farnham Road) now well under way, the expectation is that the Montem Leisure Centre will be demolished by August 2019, with SUR (subject to planning) taking possession of the site and starting phased construction works shortly thereafter.	Once on site, it is anticipated that the development will take 30 months to complete
33 Bath Road	The SAB acquired this investment asset in October 2018. With 52,000 sqft of office space, this new asset provides additional flexibility for the Council to deliver the objectives of the strategy. In the meantime, this investment asset provides a substantial income to the Council that is being used to corporately to pay for council services.	Update at next meeting
Former Adelphi Theatre	The SAB acquired this asset in August 2018. The Council is looking at a range of options for future use and will provide an update on this asset by May 2019.	Update at next meeting

Note: See Appendix One for location

4 **Conclusion**

- 4.1 Excellent progress has been made within the past 5 years, with combined investment (SBC and third parties) exceeding £50m. Looking ahead, the introduction of a Third Phase of the Chalvey Regeneration Strategy, that (subject to planning) would see the completion of up to 555 new homes, a new all-through school and 4 court sports facility (with community use), a new community hub and associated environmental improvements, bringing the total investment in Chalvey since 2013 to over £150m by 2023.
- 4.2 The Committee is requested to consider the call-in and decide what action, if any, to take in accordance with paragraph 3.2 of the report.

5 Appendices

Appendix One – Call-in

8 Background Papers

[Cabinet Report October 2013](#)

[Cabinet Report November 2018](#)

Call-in Request

Name: *ELLER MOHAMMED SHARIF*
Date: *25/11/2018*
Decision taken by: *CABINET COMMITTEE*
Date of Decision: *19th Nov. 2018*
Title of agenda item: *CHALVEY REGENERATION STRATEGY UPDATE*
Reasons for call-in: *EXCLUDING ADDENDUM - PSPD*

THE MAIN PURPOSE IS TO DEBATE/DISCUSS

PHASE 3 OF THE CHALVEY REGENERATION

STRATEGY AND SEE IF IT CAN BE IMPROVED TO

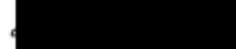
SATISFY THE LOCAL RESIDENTS.

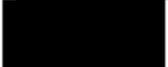
WE WILL NOT DEBATE/DISCUSS ADDENDUM - PSPD
PART OF SAME AGENDA ITEM.

Proposed alternative course of action (optional):

Proposed documentation and / or witnesses for the call-in (optional):

Signed: Councillor 

Signed: Councillor 

Signed: Councillor 

Submit

Please submit your request to the Statutory Scrutiny Officer, Dean Tyler, Service Lead Strategy and Performance (Dean.Tyler@slough.gov.uk).

Any queries should be directed to the Scrutiny Officer, David Gordon (David.Gordon@slough.gov.uk; tel: 01753 875 411).

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 10th January 2019

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

WARDS: All

PART I
FOR CONSIDERATION & COMMENT

OVERVIEW AND SCRUTINY COMMITTEE – 2018/19 WORK PROGRAMME**1. Purpose of Report**

1.1 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

2.1 That the OSC:

- 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. 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.

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OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2018/2019

Meeting Date
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 • Performance and Projects • Voting Task & Finish Group – final report and recommendations
11 April 2019
<ul style="list-style-type: none"> • Buses – fares and access for residents • Adult Social Care Transformation Programme • Scrutiny – Annual Report • Petitions – Annual Summary

To be programmed:

- Arbour Park Stadium – update from call-in (July 2019)
- Obesity Task & Finish Group – progress on recommendations (Autumn 2019)
- Modern Slavery – Once a Year Review (as commissioned by Council on 27th November 2018)

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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	P				
Arvind Dhaliwal	P	P	P	P				
Minhas	P	P	Ap	P				
D. Parmar	P	P	P	P				
S. Parmar	P	P	P	P				
Rana	P	P	P	P*				
R. Sandhu	P	P	P	P				
Sarfraz	Ab	Ap	P	Ap				
Sharif	P	P	Ab	P				

P = Present for whole meeting
 Ap = Apologies given

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

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