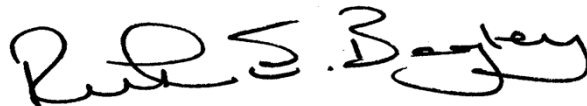


Date of issue: Wednesday, 7 September 2016

MEETING	OVERVIEW & SCRUTINY COMMITTEE (Councillors Nazir (Chair), Strutton, Bedi, N Holledge, Parmar, Sadiq, A Sandhu, R Sandhu and Usmani)
DATE AND TIME:	THURSDAY, 15TH SEPTEMBER, 2016 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.



RUTH BAGLEY
Chief Executive

AGENDA

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	Apologies for absence.		
	CONSTITUTIONAL MATTERS		
1.	Declarations of Interest		

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.

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

2. Minutes of the Last Meeting held on 14th July 2016 1 - 10

SCRUTINY ISSUES

3. Member Questions

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

4. Financial and Performance Report - Quarter 1 2016-17 11 - 122 All
5. Electoral Cycle 123 - 126 All
6. Procurement of Environmental Services 127 - 156 All
7. Neighbourhood Services - Enforcement of Littering, Fly-Tipping, Anti-Social Behaviour & Enviro-Crime 157 - 166 All
8. Forward Work Programme 2016/17 167 - 172 All
9. Members Attendance Record 2016/17 173 - 174 All
10. Date of Next Meeting - Thursday 17th November 2016

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. 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, 14th July, 2016.

Present:- Councillors Nazir (Chair), Strutton (Vice-Chair), Bedi, Coad, N Holledge, Sadiq, A Sandhu and R Sandhu

Also present under Rule 30:- Councillors Anderson, Arvind Dhaliwal, Matloob and Swindlehurst

Apologies for Absence:- None.

PART I

7. Declarations of Interest

Councillor Strutton declared an interest in respect of Agenda Item 5, update report on Burnham Station Experimental Scheme in that he had previously been involved in a petition relating to this matter.

8. Minutes of the Last Meeting held on 14th June 2016

Resolved: That the minutes of the meeting held on 14th June, 2016 be approved as a correct record.

9. Member Questions

A number of Member Questions and Responses were tabled and supplementary questions were submitted to the Officer.

Update on work in-progress for the waste recycling plant next to the railway lines and information regarding arvato's site off Farnham Road, where the Health & Safety and Trading Standards teams enforced a closure

Roger Parkin, Director of Customer and Community Services, advised that the Green world site had been cleared under the guidelines of Environmental Agency (EA) intervention and further health and safety assessments on the empty structure had been carried out and the appropriate actions taken. The site was now closed and secured and SBC was undertaking a review of all waste and scrap sites in the borough to check whether there were any risks similar to those at Greener World or the Birmingham site. The Council was also in discussion with the EA in light of the Green World problems to discuss how the powers of the EA, councils or others could be enhanced to enable a swifter and more certain outcome.

A Member questioned whether action had been taken quickly enough to deal with the issue. The Officer advised that immediately the problem was identified, legal action was taken to resolve the matter.

The Officer was asked what costs were incurred in dealing with the problem and advised that these were paid by the EA. However costs had resulted

Overview & Scrutiny Committee - 14.07.16

which related to the security gates and building inspections. It was agreed that the Officer would report the actual cost to the Committee.

As requested at the meeting of the Committee held on 3rd March, 2016, could estimated additional costs (by department) be provided regarding the knock on costs the Curve?

Roger Parkin, Director of Customer and Community Services advised that the capital cost of the creation of the Registrar's office at The Curve had a global figure of £688,795. This was brought to the Capital Strategy board in July 2016 and approved.

A Member advised the Officer that the costs requested related to those which resulted in the delay of the completion of the Curve, for example the continuation of rents and rates which would not have been payable had the scheme been delivered on time. The Officer advised that he would provide these costs for the Committee.

How many residents were affected by the communications issues between arvato and its contracted bailiff / debt collection agents as described in a recent letter by a resident of Little Brook Avenue, where residents were incorrectly told initially resulted from a computer glitch? How many residents were wrongly issued with a summons and what were the unnecessary resulting court costs? What actions had been taken to avoid this happening again?

Roger Parkin, Director of Customer and Community Services, advised that regarding the letter in question, this was not caused by a communication glitch between arvato and the Enforcement Agent. The Agent had a liability order for 2015/16, collected the money for 2015/16 and then passed the matter to arvato / Council Tax. The customer had paid some council tax, which they wanted to go to their 2016/17 but did not pay the instalment exactly and made the payment late. Therefore the payment received was allocated to the earliest debt (the system or arvato would not know the customers intention and at this stage did not know the Enforcement Agent had collected). As there were no payments showing in 2016/17 the customer received a summons and they had already had a reminder. Once the customer raised this via their Councillor, the money was transferred to 2016/17 and the summons removed.

The cost of the Court summons was £3.00. Arvato had an ongoing project to review credits on all the accounts to ensure that they were allocated to the correct payment year.

A Member advised that he had heard of similar incidents and was concerned that this was not an isolated incident. The Officer reassured him that arvato looked at accounts before proceeding to obtain a summons.

Resolved- That the responses to Member questions be noted.

Overview & Scrutiny Committee - 14.07.16

10. Leisure Capital Programme - The Refurbishment of Slough Ice Arena and the Provision of a Temporary Ice Provision

Roger Parkin, Strategic Director of Customer and Community Services outlined a report requesting that the Committee consider and comment on proposals to enable works to facilitate the provision of a temporary ice rink in the Borough for the duration of the refurbishment of the Slough Ice arena. A number of Members addressed the Committee under Rule 30. The following groups also addressed the Committee and a summary of their presentation follows:

Slough Community Leisure (SCL)

James King, Operational Director, discussed a proposal in which SCL would utilise half of the Montem Leisure Centre Sports Hall to provide a temporary ice rink, the cost of which would be borne by SCL. The Charity would in conjunction with other stakeholders also provide a 10 year diabetes intervention at a minimum cost to the charity of £500k.

Mr King acknowledged that the proposed Sports Hall rink would be too small for ice hockey but advised that 80 % of the community use could be retained. He also discussed the legal dispute with Slough BC and advised that SCL's proposal would provide £1M of targeted investment and resolve a number of current and potential issues.

SPICE (Special People on Ice)

Ricci Hodgson, Chair of SPICE, explained that the valuable voluntary organisation taught children and young adults with additional needs, to ice skate. The organisation currently had 120 Members and a waiting list. SPICE provided a lifeline to its Members and physical exercise. It had 2 ice hockey teams and would represent Great Britain in Canada. Mr Hodgson was concerned that the temporary closure of the Ice Arena would result in the redundancy of staff and the loss of professional coaches who would not return to Slough. SPICE supported the SCL proposal to create a temporary rink at the Montem Leisure Centre.

The Synchronised Skating Club

Shirley Goodgroves was unhappy at the potential of no temporary rink provision. The Club's skaters had been together for 6 years and won medals in Cardiff and Belgium. Some Members had left due to the uncertainty around future rink provision and the coaches could not afford to be out of work for 12 months or more. Ms Goodgroves was concerned that when the Slough Ice Arena re-opened, it would have no skaters or coaches.

Slough Jets

Steve English, Slough Jets, advised that the Club was formed 30 years ago and enjoyed local, national and international success. The Club had over 160 players and 90% of the junior and seniors were from the Slough locality. The programme was fortunate to have 2 of the best junior coaches in the country and Mr English was concerned that not having a suitable temporary rink would cause irreparable damage to Ice Hockey in Slough and other skating

Overview & Scrutiny Committee - 14.07.16

communities. It would also impact on the ability of young people to have things to do in the evening and at weekends, and affect their ability to exercise and have fun. Mr English suggested that the timescale for the refurbishment should be re-evaluated and a temporary solution be found that enable ice skating to be maintained.

Members noted the options set out in the report that had been explored to make provision for a temporary ice rink for the duration of the refurbishment of the current facility, commencing in November 2016, for a minimum of 9 months. It was estimated that the provision of a temporary rink would cost the Council a minimum of £632K. The Officer advised that the Council had contacted other ice rinks to identify free ice time and also to provide alternative types of activity for users.

The Committee was advised that initially a decision not to provide a temporary ice rink provision was agreed due to the cost but in view of concerns raised by users, research was conducted to provide a temporary solution. This included the installation of a small rink which would have limited use and a larger 56m x 26m rink which would cost between £750k and £1.2m, excluding enabling works (estimated at between £200 to £500k), utility costs, staffing and security.

SCL had submitted a proposal to provide a 30m x 20m rink in the Montem Leisure Centre Sports Hall. This would mean however that the Sports Hall could not be used for its usual sports and there was concern that the size of the temporary rink would not be appropriate for ice hockey activities. SCL's proposal was subject to a number of caveats which the Council believed were inimicable to the Council's long term strategy. It was considered that entering into an agreement with SCL could be met by a legal challenge from other leisure providers.

The option to delay the refurbishment works to 2017 to enable peak annual use and events to be carried out would amongst other issues result in an increased capital costs to the refurbishment works.

The Officer considered that any temporary rink must be suitable for all the users who used the current Ice Rink. He highlighted that the Council had a £38m leisure strategy. Members were asked to consider the affordability of a temporary provision, the wellbeing of the Council in that the funds would be drawn from reserves and also to consider ways in which the user groups could be kept together. He asked the Committee to be mindful of the Council's current revenue position and the huge financial pressures which affected for example, Housing and Social Care. It was acknowledged that the Clubs and Groups who used the ice rink did a wonderful job and the decision on whether to provided temporary provision would be made by the Cabinet at its meeting on 18th July.

The Committee debated the report and raised a number of comments/questions including the following:

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- What was the likely final cost for the enabling works? *This could be as high as £1.2m.*
- What was the position regarding the availability of the Ice Rink offered by Cardiff? *It was confirmed that this rink was no longer available but the company in question would support an alternative provision to match the needs of the community. The Council would need to mobilise rapidly should it be decided to follow this option.*
- A Member highlighted that if there were any delays on the start of the development on the Montem site then costs would rise rapidly and it was important that the Committee were clear on this point.
- A Member suggested that the SCL proposal was a 'red herring' and their rink would only be half size. Any new provision must be suitable for all users. SCL should be required to submit a competitive tender like all other companies and any arrangement with SCL would jeopardise the process.
- Was it likely that the refurbishment of the Ice Rink could over run like the Curve project? *The Officer was confident that the project would be completed on time and there would be a heavy penalty imposed if it did not. Should the project over run then any temporary provision would be extended.*
- A Member compared the usage of the Ice Rink to Slough Football Club. *The Officer advised that the club facilities were well used.*
- A Member questioned whether the loss of the rink usage would have an impact on future health of residents and was concerned that a 10 year health analysis had not been carried out. *The Officer commented that the Councils Wellbeing Strategy made broad provision for health in the community and the leisure strategy was only a part of this.*
- Would the outstanding litigation with SCL affect the start date of the refurbishment works. *The Officer advised that he was unable to discuss this in any detail but the works were scheduled to commence in November.*
- Which other sites had been considered for the siting of a temporary rink? *The Haymill Site, Upton Court Park and Salt Hill Park had all been considered but none were suitable.*
- The cost for the car park for the temporary rink was staggering? *The officer advised that it would be necessary to provide 110 car parking spaces on the grassed area of the Montem Car Park. This would then have to be removed.*
- What would the social impact be if a temporary rink could not be provided? *The Officer had discussed this with Youth Services and they would be happy to work up a programme of activities.*

The Committee considered the report and submissions and it was:

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Resolved- That Cabinet be recommended to explore the procurement of a full sized temporary Ice Rink to meet the needs of all users, for the duration of the refurbishment of the current Ice Rink.

11. Burnham Station Experimental Scheme

Laura Wells, Senior Transport Planner and Rudo Beremauro, Assistant Engineer, Transport, provided an update on the Burnham Station Traffic experimental scheme, setting out details of the scheme and the feedback received. It was highlighted that the full experimental scheme had concluded and the report presented the final data and results.

The Committee was reminded that Burnham station was located between Burnham Lane and Station Road and the locality was subject to considerable congestion in the morning and afternoon peaks and traffic had increased over the past decade. Traffic demand during peak hours exceeded the current road capacity around the Burnham Station area which could not be improved without a re-routing of traffic that would encourage drivers to alter their journeys to relieve congestion. Transport modelling was commissioned by Officers in 2014 to assess 12 different options which included reversing the one way on Burnham Lane, making Station Road one way northbound and then southbound and the closure of Station Road.

A working group which included Network Rail, and Segro was set up to discuss the options to improve the area and met regularly during the experimental scheme. A separate stakeholder group was also set up, comprising for example of Ward Councillors, neighbouring authorities and a local Tenants & Residents group.

Members were reminded that the Council had submitted a revised Business Case for the Burnham Station and Access Improvements Scheme to the Local Transport Body (LTB) in March 2016 and a full recommendation for approval of funding was proposed by the LTB which resulted in the provision of funding for the scheme beginning in the 2016/17 financial year. In relation to the experimental traffic scheme, members agreed to initially proceed with the option to fully close Station Road and this was endorsed by Scrutiny, Cabinet and Full Council.

The Officer discussed the experimental scheme which began on Friday 16th October, 2015, when Station Road was fully closed at the railway bridge. The scheme also involved a number of measures detailed in the report which included the reversal of the one way system on Burnham Lane, between Buckingham Avenue and the south side of the railway bridge, from northbound to southbound the introduction of a mini-roundabout at this junction. It was noted that when the trial had concluded, the Council decided to trial a second experimental phase for the scheme, involving the northbound operation of Station Road as opposed to a full closure. The second phase commenced on 25th February and included the opening of Station Road at the railway bridge, to northbound traffic only, from Stanhope Road to Burnham Lane. Also Station Road was narrowed near the bridge to deter vehicles

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attempting to travel southbound under the bridge and to assist pedestrians crossing the road.

Cabinet had approved the proposed permanent scheme for consultation and approved the funding arrangements on 27th June, 2016. The consultation for the permanent scheme continued until 23rd July and the offer of the LTB to provide £2m towards the cost of the Burnham Station improvements was formally approved.

The Committee noted the detail of the consultation process and that in total 885 responses were received with regard to both consultation exercises - 762 responses for the closure and 123 responses for the northbound option. It was found that the full closure of Station Road provided improvements on the road network specifically around Burnham Lane and Station Road and the area directly outside the station became more pedestrian/cyclist friendly with fewer cars travelling through. However, on the road network on the A4 and Cippenham, local roads were adversely affected. The northbound option had resulted in fewer issues on the A4 and in Cippenham with traffic on Burnham Lane still flowing well. A number of changes would need to be implemented to improve safety around the station, including a 20mph zone, and pedestrian crossing points.

The Officer advised that the experimental scheme had made a positive change to the area with traffic moving across the network in a more efficient way and had enabled improved access to the station, a reduction in congestion and future economic growth.

The Officer concluded that the results from both consultations had indicated that residents and stakeholders favoured the northbound option to the closure and whilst this limited some of the regeneration options it afforded the Council opportunities for later consideration which would be addressed as part of the local plan review. The process had proved successful and would further enhance the locality and improve customer experience for station users.

Members raised a number of comments in the ensuing debate and Officers were advised that concerns remained about the disabled bay and access. It was reported that generally public feedback about the new scheme was positive but more disabled access and pick up areas were required. A Member also considered that traffic islands had hampered traffic flow creating congestion during school run periods but otherwise the revised scheme was good. The Officer was also advised that vehicles continued to attempt to go under the bridge despite height restrictions and this should be addressed as should the continued problems around bus stop areas. The Officer advised that they would consider the points put forward by Members.

The Chair thanked the Commissioner for Transport and Highways and the Transport Team for the work undertaken.

Resolved- That the feedback received following the Burnham Station experimental scheme be noted.

Overview & Scrutiny Committee - 14.07.16

12. Progress on the Thames Valley Transactional Service Centre

Roger Parkin, Strategic Director, Customer and Community Services, introduced a report to provide an overview of contractual performance for the Thames Valley Transactional Services Public Private Sector Partnership for the year ending March 2016.

John Wybrant, Key Account Director and Kevin Hales, Slough Site Director, arvato, address the Committee and discussed the Annual Scrutiny Summary set out in the report.

My Wybrant advised that he had been associated with the Slough project since 2011 when the contract was first set up. Arvato had succeeded in transferring its headquarter operations to Slough and the site was known worldwide. The arvato Farnham Road site now employed more than 600 staff (from the original 110 staff who had been tuped across) and the premises would be full at the end of the year. New business had been created and there had been continued year on year improvements. It was highlighted that targets had been reached without any compromise on efficiency and collections in Revenues had increased from the previous year. Mr Wybrant advised that there had been a significant 11% improvement in performance to cash increases to the Council, against national trends. He also discussed the adoption of customer services which continued to deliver a better service to the public and digital transformation. It was acknowledged that IT had presented challenges during the agresso transition period but the new service would ensure improved financial procedures and policies.

The Committee noted that arvato had recently added BMW to its contact centre business. In terms of provision for apprentices, it was noted that 34 had been created since Year 1 of the contract and of these 10 had secured full time employment with arvato. In addition 2 young adults had recently accepted ICT apprenticeships following a partnership with Fujitsu on behalf of the Prince's Trust.

The Committee noted that arvato continued to engage in the local community and was a member of Slough Aspire and Slough Business Community Partnership.

Going forward, actions would be agreed to ensure continued resilience and performance for the contract in Year 5.

Members asked a number of questions around historical council tax collection and the effectiveness of kiosks. The Committee was advised that the previous lower collection rate was due to the lack of a stable recovery process and this had now been rectified through more direct interaction with taxpayers. Kiosks were found to be cost effective and formed part of arvato's longer term strategy of engagement. It was highlighted that taxpayers could still pay manually as before if they wished.

Overview & Scrutiny Committee - 14.07.16

Members also raised the issue of 7 day letters being received on the day that the council tax was due which gave no time to make a payment on time. It was acknowledged that there were some issues around postal deliveries and this was being looked at.

A Member also raised the concern that where an individual held 3 payment cards for separate properties, it was difficult to identify which card should be used for each payment. He was advised that staff could assist with this and each account had a separate number. In respect of a question relating to the time it took to complete a benefit claim, a member was advised that the 20 days target included Saturdays and Sundays and Slough achieved a better result than others nationally.

Resolved- That arvato Officers be thanked for their presentation and the report be noted.

13. Forward Work Programme 2016/17

Details of the proposed work programme for 2016/17 were outlined by the Scrutiny Officer. Following discussion regarding future agenda items it was:

Resolved-

- a) That it be noted that the Housing Strategy and Housing Stock/Revenue Account would be discussed at the NCS Scrutiny Panel on 21st July, 2016.
- b) The Local Plan would be discussed at a Members' briefing on 21st July, 2016.
- c) A report on the Town Centre and Local Economy – remained un-programmed and Members could request that this be brought to a future Committee.
- d) A report on Transport would be considered by the NCS Scrutiny Panel on 21st July.
- e) Regarding the Children's Services Trust – clarification on the meetings it would hold with Councillors would be sought at the ECS Scrutiny Panel on 19th July, 2016.

14. Date of Next Meeting - 15th September 2016

The date of the next meeting was confirmed as 15th September, 2016.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.40 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 15th September 2016

CONTACT OFFICER: Stephen Fitzgerald; Interim Assistant Director, Finance & Audit & s151 officer

(For all enquiries) (01753) 875358

WARD(S): All

PART I
FOR COMMENT

FINANCIAL & PERFORMANCE REPORT – Q1 2016-17

1 **Purpose of Report**

- To provide with the latest forecast financial information for the 16-17 financial year.
- To summarise the Council's performance against the balance scorecard indicators to date during 2016-17
- To update on the progress of the 34 projects in the Portfolio (including 9 Gold) and to highlight any key strategic issues, risks and interdependencies.

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

The Committee is requested to note the current financial forecast position, balanced scorecard and update on Gold projects

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

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

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

4 **Other Implications**

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

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

(c) Human Rights Act and Other Legal Implications

None

(d) Equalities Impact Assessment

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

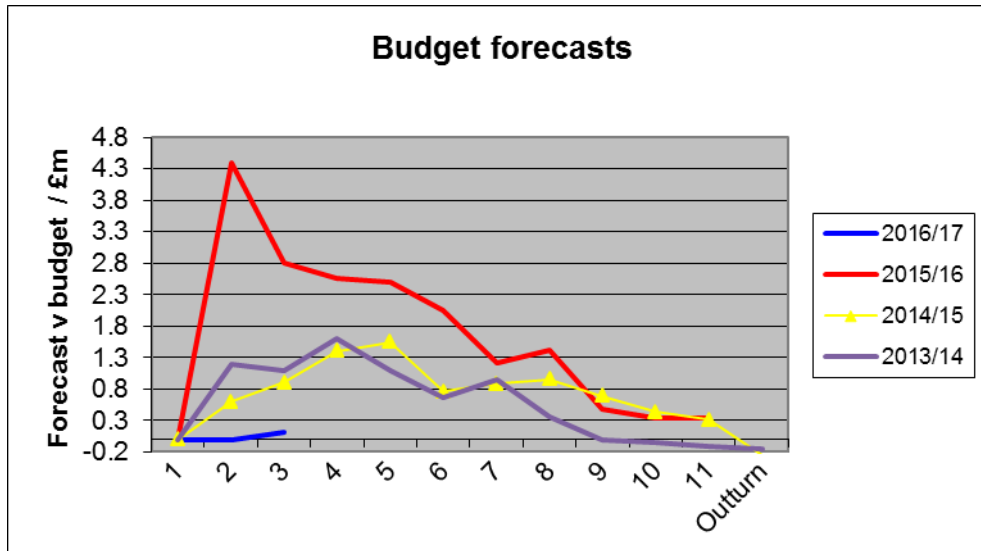
Executive Report

5 Introduction

- 5.1 This is the first quarter report to the Committee for the 2016-17 financial year in respect of the financial and performance position of the Council.

6 Financial Performance

- 6.1 The Council is forecasting overspend of **£0.119m** as at month 3. Most areas are spending within their budgets so far. Overspends within Regeneration, Housing and Resources (RHR) have been partly offset by underspends within the same directorate. Work is continuing within this directorate to minimise any potential overspends. The financial summary can be seen in Appendix A.



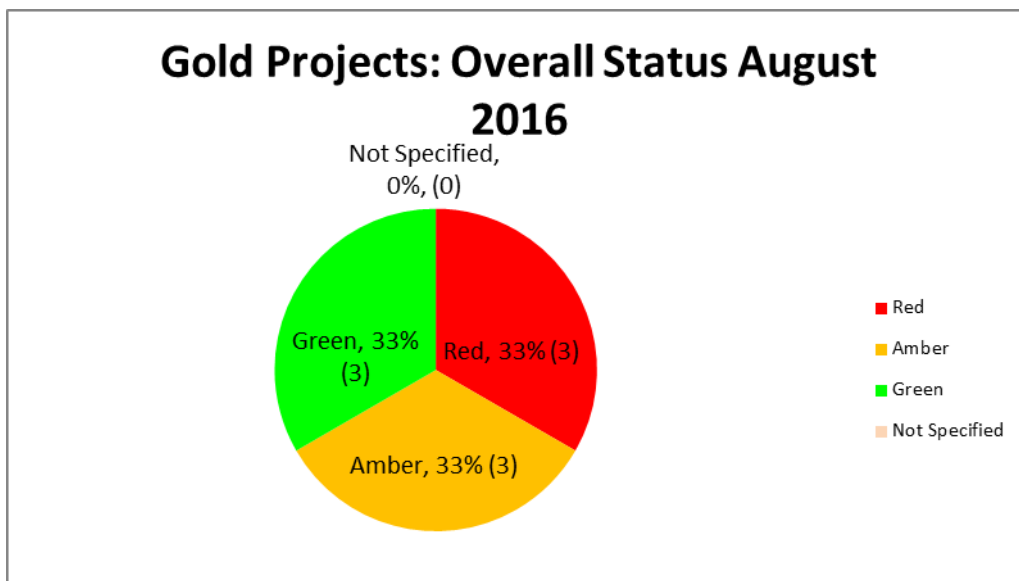
6.2 The RHR - Housing And Environment overspend of £457k is due to homelessness pressures on temporary accommodation costs and an overspend in the Home Improvements section due to changes in funding sources, including a reduction in the capital programme funding and therefore the number of projects that staff can work on.

6.3 It should be noted that there is potentially a forecast overspend of £250k within the Customer and Community services directorate which is due to agency staffing and reduction in DWP administration grants.

7 Gold Projects

7.1 The summary of the 9 Gold project updates submitted as of August 2016 indicates that the overall status of three projects have been assessed as 'Green', three as 'Amber' and three as 'Red'.

7.2



Council's Gold Project Update

7.2.1 The summary below provides an update on the Council's Gold Projects as of 9th August 2016. All Gold Highlight Reports from the Project Portfolio are provided in **Appendix C** which includes a covering report on the key strategic risks, issues and interdependencies for all Projects in the Portfolio.

7.3 Monthly Period Summary

This report covers 9 Gold Projects in total; all highlights report have been received in time

The status of Gold Projects is summarised as follows:

Risks and Issues					Gold Projects: Overall Status August 2016
Red	Amber	Green	Not Specified		
3	4	2		0	
9%	12%	6%		0%	
On Time					
Red	Amber	Green	Not Specified		
2	4	3		0	
6%	12%	9%		0%	
To Budget					
Red	Amber	Green	Not Specified		
0	2	7		0	
0%	6%	21%		0%	
Overall Status					
Red	Amber	Green	Not Specified		
3	3	3		0	
33%	33%	33%		0%	

Fuller details are provided in the table beneath, and in Appendix C.
**Project Manager / Sponsor assessed status of Gold Projects as of:
 9th August 2016**

Gold Project Name	Timeline	Budget	Risks + Issues	Overall Status	Sponsor Approval Status	CMT Recommendations
School Places Programme	Amber ↔	Green ↔	Red ↔	Amber ↔	Y	N/A
Adults Social Care Reform Programme	Amber ↔	Amber ↔	Amber ↔	Amber ↔	Y	N/A
The Curve	Red ↔	Amber ↔	Amber ↔	Red ↔	N	N/A
ERP	Amber ↑	Green ↑	Red ↔	Red ↔	Y	N/A
Vision & Purpose	Green ↔	Green ↔	Green ↔	Green ↔	Y	N/A
People and Culture	Green ↔	Green ↔	Green ↑	Green ↔	Y	N/A
Digital transformation	Green ↑	Green ↑	Amber ↔	Green ↑	Y	N/A

Gold Project Name	Timeline	Budget	Risks + Issues	Overall Status	Sponsor Approval Status	CMT Recommendations
RMI Contract	Amber ↔	Green ↔	Amber ↔	Amber ↔	Y	It is recommended that the Project Sponsor and Interim Director of RHR discuss the current issue regarding property services data collation methodology. The data currently held by Property Services is in a format that does not fit business needs and if not change to meet the requirements of the RMI Contract could have a detrimental impact on the new contract and the management of it.
Environmental Services contract procurement	Red ↓	Green ↔	Red ↔	Red ↓	Y	N/A

N.B. Arrows show direction of change in RAG rating since the last Project Highlight report
 ↓ indicates a reduction in status
 ↑ indicates an improvement in status
 ↔ indicates maintained status since last report or new Gold Project on the portfolio

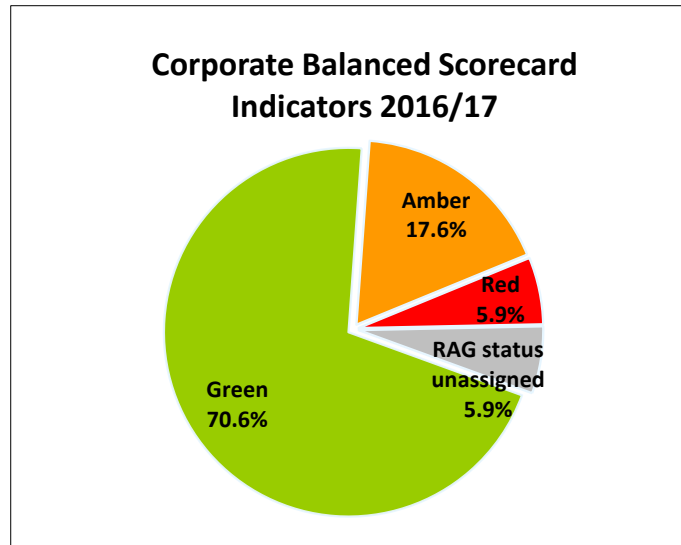
A covering report on the key strategic risks, issues and interdependencies for all Projects in the Portfolio plus all Gold Project Highlight reports is provided as **Appendix C**

8 Five Year Plan (5YP) Balanced Scorecard

- 8.1 This is the first quarter review of the Five Year Plan (5YP) Balanced Scorecard for 2016/17.
- 8.2 At the end of the first year of the 5YP, a review of the balanced scorecard was carried out by the Outcome Leads. Moving into the second year of the 5YP, the balanced scorecard has considerably reduced the number of indicators monitored from 91 to 17 core indicators which fall under the 3 themes of:
- Changing, Retaining and Growing
 - Enabling and Preventing
 - Using Resources Wisely
- 8.3 These 17 indicators are currently **provisional** pending a finalised agreement by the Outcome Leads.
- 8.4 Indicators that have been updated this quarter are highlighted in yellow in the 'date updated' column. The majority of the indicators will be updated quarterly however some of the indicators are only determined once a year therefore will be updated as the results are available.
- 8.5 Currently 16 of the 17 indicators (94.1%) have been assigned a RAG status of either 'Red' (1, 5.9%), 'Amber' (3, 17.6%) or 'Green' (12, 70.6%).
- 8.6 The remaining 1 indicator is recorded as:

RAG status unassigned (1, 5.9%) - which is to be agreed by Outcome 5 group.

8.7 The latest position for the Council's balanced scorecard demonstrates that at the end of quarter 1 - June 2016 the Council's performance is as below:



8.7.1 For each indicator the RAG status has been assigned by the responsible manager.

8.7.2 There is further work to be carried out to ensure that each of the indicators is allocated a target which is SMART (Specific, Measurable, Attainable, Relevant and Timely). Indicators where the target is entered as 'increasing' or 'decreasing' will be revisited to ensure that either a specific target or target tolerance is defined.

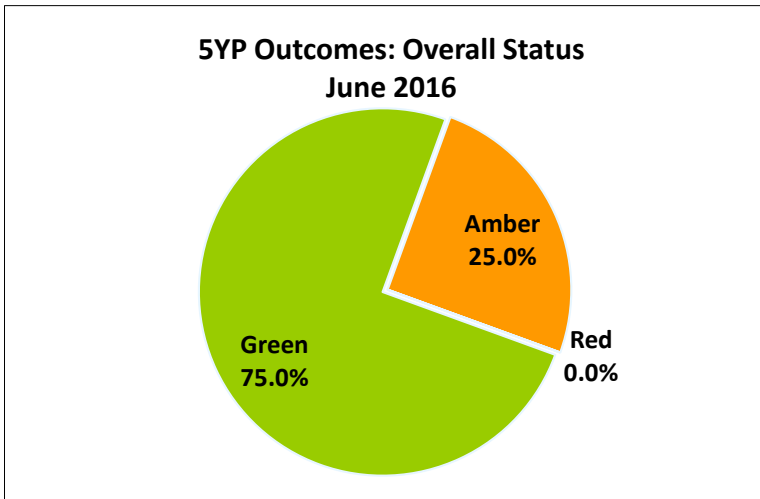
8.7.3 CMT are requested to review the list of 17 indicators and remove or replace those that are not measurable or otherwise surplus to requirements.

8.7.4 Where performance is below target, details of the corrective actions that will be undertaken will be sought.

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

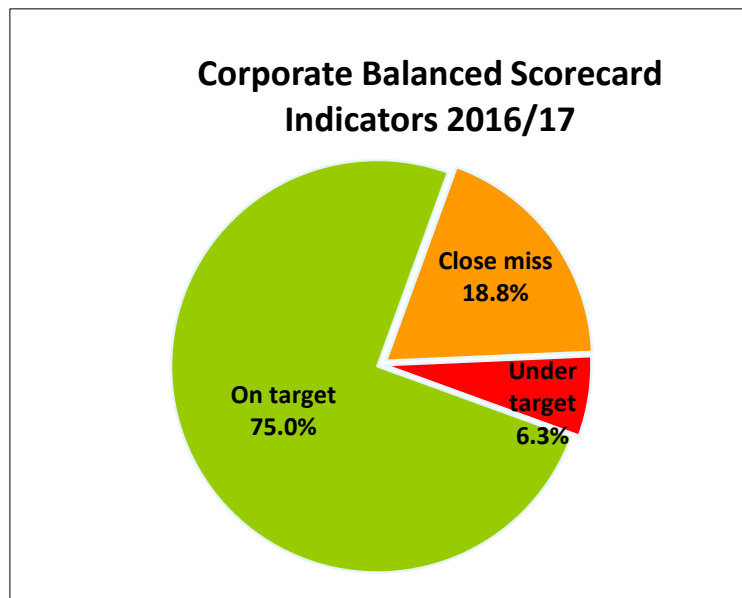
- Prevalence of childhood with 'excess weight' at end of primary school (Year 6) as measured by the NCMP

8.8 Alongside the performance measures, a textual update for each Outcome is presented in a 'highlight report' prepared by the individual lead officer for each Outcome Group. The summary of the seven 5YP outcome highlight reports submitted as at June 2016 indicates that the overall status of four has been assessed as '**Green**', one as '**Amber**', one as '**Amber/Green**' and one is '**unassigned**'.



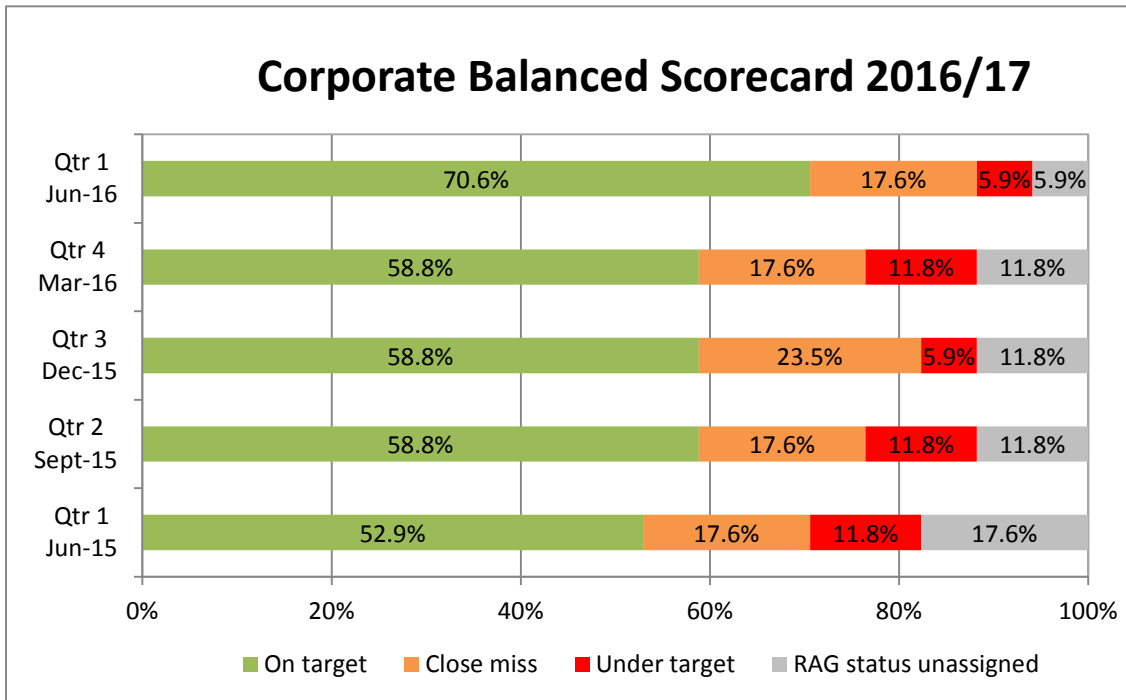
9 Council's 5YP Balanced Scorecard update

9.1 This quarter, of the 16 performance indicators that were RAG rated – the majority are rated as 'Green' (12; 75.0%) or 'Amber' (3; 18.8%). Those rated as either 'Green' or 'Amber' - taken together - account for 93.8% of measures. Only one measure this quarter (6.3%) is Red rated as being off target by more than 5% in this report.



9.1.1 Comparison with previous quarter

Please refer to the summary table below comparing the RAG status of the 17 indicators from the 5YP Balanced Scorecard with the position in previous quarters. Quarter 1 of 2016/17 has the highest percentage of indicators rated as 'Green – on target' at 70.6% (12 indicators), showing improved performance results across this set.



9.1.2 **Noteworthy Improvements**

This quarter, the following indicator which was previously reported with a target level of performance of either **Red** or **Amber** has improved:

- **Crime rates per 1,000 population: All crime (cumulative from April)**
[Improved from **Red** to **Green**]

The rolling year to date crime as at Jun 2016 has decreased from the previous quarter period by 0.23 from 81.92 to 81.69 – a small decrease but something to build on.

Slough crimes are still above the England average; however Slough has improved to better than the MSG (Most Similar Group) average.

One reason for the reduction is that it has been almost a full year since police made changes and improvements to their recording practices – a change that wouldn't be noticeable until almost a year's worth of data had been collated under the new measures.

It is anticipated that with better recording of offences the true scale of crime locally and nationally will be showcased.

It is no surprise that the MSG and England figures also decreased in Q1 (Apr-Jun) period due to these changes.

In an effort to stay on top of crime and be aware of any future or emerging issues the Community Safety Manager has been working to set up the Performance Management Group (PMG) to monitor crime in Slough and support interventions based on threat, harm and risk. Meetings will be held monthly and will feed into the SSP Performance Group.

- **Council Tax in year collection rate (%)**
[Improved from **Amber** to **Green**]

The collection rate at the end of June 2016 was 30.91% which is 0.01% above the profiled target for this point in the year.

9.1.3 **Noteworthy Concerns**

The following indicator is rated **Red** this quarter as being more than 5% adrift of their currently defined target values:

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

In 2014/15 the percentage of children with 'excess weight' at the end of primary school in Slough of 38.8% is above the England and South East averages of 33.2% and 30.1%.

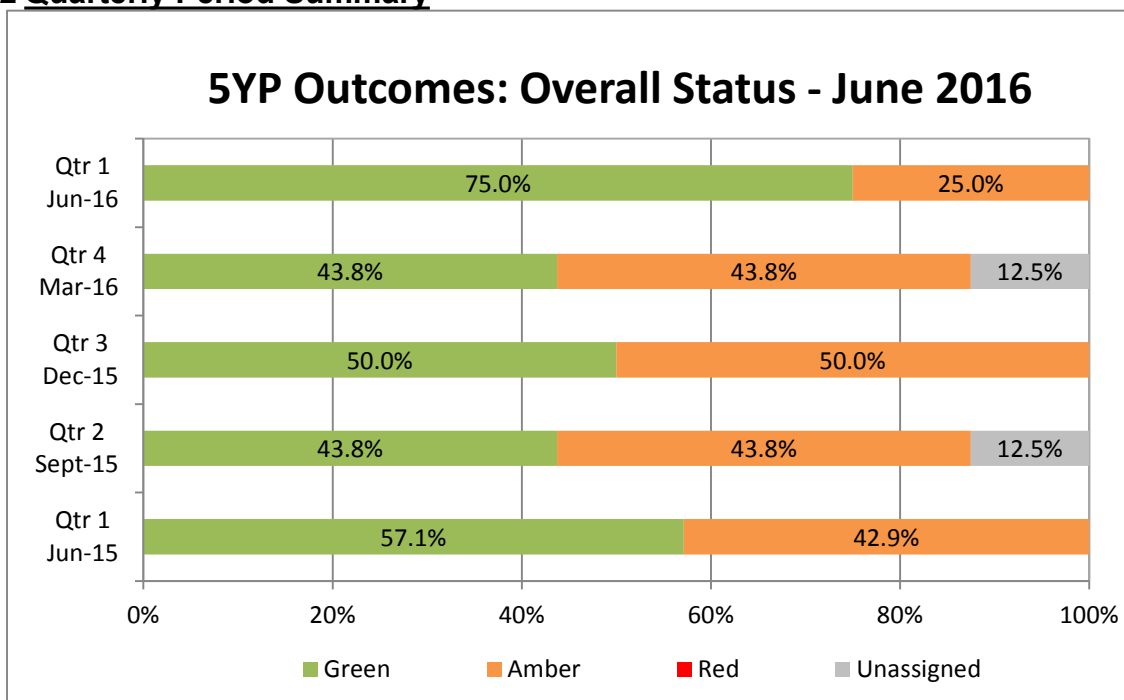
All primary schools are now using the 10 minute 'Disney shake up' Change4life resources. Three schools participated in the commissioned 'Let's Get Going' programme and a further two courses have been commissioned for the new term.

The Full Corporate Balanced Scorecard is provided as **Appendix D**.

10 Council's 5YP Outcome update

10.1.1 The summary below provides CMT with an update on the Council's 5YP outcome updates as at the 30th June 2016. Individual outcome progress reports have been made by Outcome Leads and are provided in **Appendix E**.

10.1.2 Quarterly Period Summary



10.1.3 This report covers the Five Year Plan (5YP) 7 outcomes in total; highlight reports for all have been received in time for this report with the exception of:

- *Outcome 2: "There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough."*

10.1.4 Of the seven Outcome Group highlight reports which have been RAG-rated as at June 2016, the overall status of four have been assessed as 'Green', one as 'Amber', one as 'Amber/Green' and one is 'unassigned'.

10.1.5 For 'Timeline' five Outcomes have been evaluated as 'Green' status, one as 'Amber' and one is 'unassigned'.

10.1.6 For 'Budget' three are assessed as 'Green', three as 'Amber' and one is 'unassigned'.

10.1.7 For 'Issues and Risks' five have been evaluated as 'Amber', one as 'Amber/Green' and one is 'unassigned'.

Fuller details are provided in the table beneath, and in the Appendix E.

**Outcome Leads assessed status of 5YP 8 Outcomes as at:
30th June 2016**

	5YP Outcome	Overall status	Timeline	Budget	Issues + Risks	Key issues of risk / obstacles to progress
1	Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay	GREEN	Green	Green	Amber	
2	There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough	No 5YP update received				•
3	The centre of Slough will be vibrant, providing business, living, and cultural opportunities	GREEN	Green	Amber ↓ Was (Green)	Amber	<ul style="list-style-type: none"> • Resource allocation • Budget identification
4	Slough will be one of the safest places in the Thames Valley	AMBER /GREEN	Green	Amber	Amber /Green	<ul style="list-style-type: none"> • Permanent CS Partnership manager in post. • Procurement of DA services to cover transition with contract arrangements and new provision from April 2016. Contract in place from 1st April 2016 with DASH. • Vacancies in Neighbourhood Services and capacity to deliver. • Staff attendance at WRAP training session; need to maintain momentum. • Prevent Co-ordinator in place 1st September. • CSE Co-ordinator post in place and based in Slough Children's Trust.
5	Children and young people in Slough will be healthy, resilient and have positive life chances	No RAG status assigned				
6	More people will take responsibility and manage their own health, care and support needs	AMBER	Amber	Amber	Amber	<ul style="list-style-type: none"> • Timescale for delivery of all actions not achieved. Monitoring of delivery of actions through outcome 6 steering group and ASC programme board – and corrective actions taken or escalation of risk/issues to transformation board/CMT. • Ability to deliver the revenue

						<p>savings. Monitoring through ASC DMT and corrective action or escalation taken.</p> <ul style="list-style-type: none"> • Impact on key performance targets. Monitoring through ASC DMT and corrective action or escalation taken. • Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support. Development of a new prevention strategy and return on investment key part of this strategy. • More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding. Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT. • Management of lots of change at same time – capacity and change fatigue. Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT. • Management information and data. New PID and performance framework being developed - Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.
7	The council's income and the value of its assets will be maximised	GREEN	Green	Green	Amber	<ul style="list-style-type: none"> • Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend. • Maximising savings from procurement / commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value. • Ensuring sufficient support to administer the LAPP scheme – demand is unknown at present (Risk mitigated in part by limiting the scheme to 10 to begin with).
8	The council will be a leading digital transformation organisation	GREEN ↑ (was AMBER)	Green ↑ (was Amber)	Green ↑ (was Red)	Amber	<ul style="list-style-type: none"> • Capital investment requirements higher than present budget allocation • Lack of in house capacity to deliver transformation.

The individual 5YP Outcome Updates are provided as **Appendix E**.

11 Capital

11.1 The summary of projected capital expenditure as at month 3 on a consolidated and directorate basis can be shown as follows:

	Revised 16-17 Budget	Actual June 2016	Projected Outturn	Slippage %
Directorate	£000s	£000s	£000s	£000s
Resources	33,774	2,891	10,196	70%
Wellbeing	29,275	4,285	22,972	22%
Customer & Community Services	23,306	687	15,535	33%
Chief Executive	33	0	33	0%
Housing Revenue Account	13,344	2,538	11,805	12%
Affordable Housing	10,909	1,122	9,921	9%
Total	110,641	11,523	70,461	36%

11.2 The Council expects to spend 64% of the total programme by the end of the 2016/17 financial year. A more detailed directorate narrative is attached as Appendix B.

12 Conclusion

12.1 The Council overspend is currently estimated to be of **£0.119m** although work is ongoing to reduce this and the council remains hopeful that it will be able to take appropriate action to ensure that a position as close to breakeven as possible is achieved by the end of the financial year.

13 Appendices Attached

- 'A' - Summary revenue forecasts
- 'B' - Capital Monitor
- 'C' - Gold Projects Update
- 'D' - 5YP Balanced Scorecard
- 'E' - 5YP Outcome Performance Updates

19 Background Papers

- '1' - Supporting working papers held in finance

Directorate	Net Current Budget	Projected Outturn	Variance: Over / (Under) Spend
	£'M	£'M	£'M
<u>Wellbeing</u>			
Adult Social Care and Health Partnerships	31.051	31.051	0.000
Children, Young People and Families Services	28.981	28.981	0.000
Central Management	0.696	0.696	0.000
Public Health	(0.435)	(0.435)	0.000
Total Wellbeing	60.293	60.293	0.000
Total Schools	(0.337)	(0.337)	0.000
Total Wellbeing and Schools	59.956	59.956	0.000
<u>Customer and Community Services</u>			
Customer Services & IT	0.355	0.355	0.000
Learning & Community	2.596	2.596	0.000
Wellbeing & Community	3.052	3.055	0.003
Enforcement and Regulation	1.725	1.725	0.000
Strategic Management	0.300	0.300	0.000
Transactional Services	8.219	8.219	0.000
Contracts, Commissioning & Procurement	1.063	1.063	0.000
Total Customer and Community Services	17.310	17.313	0.003
<u>Regeneration, Housing and Resources</u>			
Strategic Management	0.160	0.183	0.023
Corporate Resources	0.006	(0.079)	(0.085)
Housing and Environment	14.419	14.876	0.457
Assets, Infrastructure and Regeneration	8.483	8.211	(0.272)
Total Regeneration, Housing and Resources	23.068	23.191	0.123
<u>Chief Executive</u>			
Chief Executive	0.342	0.342	0.000
Strategic Policy & Communication	2.222	2.215	(0.007)
Professional Services	1.281	1.281	0.000
Total Chief Executive	3.845	3.838	(0.007)
Total Corporate	(0.139)	(0.139)	0.000
Total General Fund	104.040	104.159	0.119
% of revenue budget over/(under) spent by Services			0.1%
Total Non Departmental Costs	(0.306)	(0.306)	0.000
Total General Fund	103.733	103.852	0.119
% of revenue budget over/(under) spent in total			0.1%

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CAPITAL MONITORING REPORT AT 30th JUNE 2016**1. Purpose of Report**

To provide a summary of capital budgets for the 2016-17 financial year taking into account any under spend of the previous year's budget on a consolidated and directorate basis.

2. Consolidated Capital Budgets 2016-17

	Revised 16-17 Budget	Actual June 2016	Projected Outturn	Slippage %
Directorate	£000s	£000s	£000s	£000s
Resources	33,774	2,891	10,196	70%
Wellbeing	29,275	4,285	22,972	22%
Customer & Community Services	23,306	687	15,535	33%
Chief Executive	33	0	33	0%
Housing Revenue Account	13,344	2,538	11,805	12%
Affordable Housing	10,909	1,122	9,921	9%
Total	110,641	11,523	70,461	36%

Given that 58% of the Capital Budget was spent in 2015-16, there is a large carry forward that has significantly increased the 2016-17 budgets – This is still being reviewed and once agreed will be reported to Cabinet

3. Detailed Directorate Narrative**Wellbeing**

The Capital Budget for Wellbeing which includes the schools capital programme is £29.275m a large increase when compared to the 2015-16 budget. This is predominantly due to increased capital budgets for Primary Expansions, Town Hall Conversion, Special School Expansions, Secondary School Expansions and the PRU Expansion. Other slippage in this area had already been re-profiled into 2016-17. In July 2015, Cabinet increased the budget for the Arbour Park Capital Project. The budget for 2016-17 for this Directorate is £2.6m which will be used to enhance a 4 court sports hall and the creation of a new grass pitch.

Expenditure in the first quarter of 2016-17 was £4.3m of which over £3.2m has been for the aforementioned St Joseph's School Improvements.

Resources, Housing and Regeneration

The revised budget for this Directorate in 2016-17 is now £33.774m. The biggest carry forwards are in respect of The Curve (£1.189m), A332 Windsor Road Local Enterprise Partnership (LEP) Scheme (£1.373m) and the A335 Tuns Lane LEP Scheme (£1.728).

In the first quarter of 2016-17, £2.9m has been spent. This is predominantly due to £1.8m being spent on the Slough Mass Rapid Transit (MRT) LEP Scheme and £969k on expenditure on The Curve as it approaches the completion of the project and being open to the public. Other major projects due to commence in 2016-17 include the LAAP Mortgage Scheme, Burnham Station LEP scheme, Redevelopment of the Thomas Grey Centre and the Street Lighting Project.

Customer & Community Services.

The revised budget in 2016.17 is now £23.3m which includes large projects for the new Leisure Centre at Farnham Road (£5.1m), a new Ice arena (£3.5m), the Arbour Park scheme including the construction of a new Community Sports facility (£6.6m) and the Cemetery and Crematorium Projects (combined £3.9m).

With regard to the remaining IT Capital budgets, there were delays to project expenditure as there was uncertainty over what is to be immediately transferred to arvato as part of Transactional Phase 2. However expenditure in this area should accelerate during 2016-17.

The Council has commenced the upgrade of the financial and HR system; spend to date includes the procurement of the new systems perpetual licences, with commitments into the future for project delivery through the Council’s transactional services partner, arvato, as well as with the software provider to build the new system. The finance & procurement part of the system was implemented in February 2016 and the HR / payroll element will follow in the first half of 2016-17. Through the programme, the Council anticipates making revenue savings of circa £500k to existing budgets, as well as ensuring that the Council has an improved system for capturing financial and HR data and working in a more effective and efficient manner. Thus far in 2016-17, only £689k of the £23.3m budget has been spent but it is anticipated that expenditure will now accelerate over the remaining three quarters of the year,

Housing Revenue Account

The Housing Revenue Account Capital Programme for 2016-17 has a budget of £13.344m which includes slippage of £1.323m from the 2015.16 capital programme.

Affordable Housing

The Affordable Housing Budget in 2016-17 is £10.909m which includes £6.909m brought forward from 2015-16. The council has signed a retention agreement with DCLG that allows it to keep the Right to Buys receipts it generates from selling its council dwellings. The agreement commenced on 1st April 2012 and under the agreement, only 30% of right to buy receipts can be used to finance new expenditure on Affordable Housing. However the council is committed to spending the following amounts under the terms of the agreement by the specified dates.

Date	Required Amount of New Build Expenditure (000s)
30-Jun-15	352
30-Sep-15	1,391
31-Dec-15	1,399

31-Mar-16	4,573
30-Jun-16	8,179
30-Sep-16	10,244
31-Dec-16	13,158
31-Mar-17	15,593
30-Jun-17	18,604
30-Sep-17	21,771
31-Dec-17	23,994
31-Mar-18	27,632
30-Jun-18	29,342
30-Sep-18	32,400
31 Dec-18	35,582
31 Mar-19	39,958

For the period 1st April 2012 to 30th June 2016, the council had spent £9,286k on Affordable Housing, so has met the required expenditure up to 30th June 2016. However the Council needs to spend a further £958k in the next three months to meet the 30th September 2016 target. Failure to meet the above expenditure profile on the provision of Affordable Housing will mean the council would need to repay the receipts it has retained and would incur interest charges.

Community Investment Fund

A request was made at a recent meeting of the Capital Strategy Board for an update on the Community Investment Fund Capital Budget. The budget for 2016-17 is £500k and when 2015-16 under spends are included the revised budget is £1,163K.

Cost Centre	Project	Lead Officer	15-16	Revised 16-17	Actual Jun-16	Total Projection	Slippage
	Education Services						
P051	Primary Expansions (Phase 2 for 2011)	Tony M	6,593	7,933	830	7,933	0%
P076	Town Hall Conversion	Tony M	575	5,464	69	5,464	0%
P093	Schools Modernisation Programme	Tony M	3,068	1,458	43	1,458	0%
P101	SEN Resources Expansion	Tony M	200	796		796	0%
P749	Children's Centres Refurbishments	Tony M	85	40	2	12	70%
P783	Schools Devolved Capital	G Grant	142	130		130	0%
P856	Haymill/Haybrook College Project	Tony M	27	5		5	0%
P673	DDA/SENDA access Works	Tony M	75	50		0	100%
	Youth/Community Centres Upgrade	Tony M	50	25		0	100%
P123	2 Year Old Expansion Programme	Tony M	646	314	69	112	64%
P153	Special School Expansion-Primary, Secondary & Post 16	Tony M	400	3,100	6	1,106	64%
P142	Children's Centres IT	Tony M	60	18		58	-222%
P131	School Meals Provision	Tony M	155	135		70	48%
P095	Secondary School Expansions	Tony M	100	1,766	4	1,766	0%
P146	Arbour Park	Tony M	1,322	2,610	3,262	2,962	-13%
	PRU Expansion	Tony M	100	2,000		200	90%
	Total Education Services		13,598	25,844	4,285	22,072	
	Customer & Community Services						
P083	Cemetery Extension	Ketan G	1,499	1,521		0	100%
P107	Repairs to Montem & Ice	Aliso H	200	104	14	104	0%
P873	Crematorium Project	Ketan G	2,460	2,360	89	89	96%
P145	ERP Financial System Upgrades	J Holmes	1,384	153	195	195	
P088	Baylis Park Restoration	Ollie K	526	318	105	105	67%
P089	Upton Court Park Remediation	Ollie K	10	3		0	100%
P124	Salt Hill Park	Ketan G	88	54		0	100%
Cost Centre	Project	Lead Officer	15-16	Revised 16-17	Actual Jun-16	Total Projection	Slippage
P105	Civica E-Payment Upgrade	R Parkin	20	20		0	100%
P784	Accommodation Strategy	R Parkin	1,330	121	86	121	0%
	Expansion of DIP Servers	S Pallet	150	150		0	100%
	IT Disaster Recovery	S Pallet	821	821		0	100%
	Cippenham Green	S Gibson	500	500		0	100%
	Hub Development	S Gibson	200	200		0	100%
P084	IT Infrastructure Refresh	S Pallet	1,095	310	87	310	0%
P084	Replacement of SAN	S Pallet	148	148		0	100%
P871	Community Investment Fund	Various	1,047	1,011	5	5	100%
P875	CCTV Relocation	P Webster	99	77		0	100%
P162	Community Leisure Facilities	A Hibbert	150	150		250	-67%
P146	Arbour Park	A Hibbert	1,000	6,635	106	5,706	14%
	Leisure Centre Farnham Road	A Hibbert	100	5,100		5,100	0%
	New Ice	A Hibbert	50	3,550		3,550	0%
	Total Customer & Community Services		12,963	23,306	687	15,535	

Community and Wellbeing							
P331	Social Care IT Developments	Alan S	52	52		0	100%
	DAAT Service Re provision	Alan S	0	500		0	100%
	Supported Living	Alan S	600	900		900	0%
P133	Extra Care Housing	Alan S	999	849		0	100%
	Care Act	Alan S	280	280		0	100%
	Children's Trust Invest to Save			850			
Total Community and Wellbeing			1,931	3,431	0	900	
Chief Executive							
P109	Superfast Broadband			33		33	0%
Total Chief Executive			0	33	0	33	
Resources, Housing and Regeneration							
Cost Centre	Project	Lead Officer	15-16	Revised 16-17	Actual Jun-16	Total Projection	Slippage
P006	Disabled Facilities Grant	N Aves	406	429	33	429	0%
P068	Street Lighting Improvement Phase 2	D Parker	255	0	(130)	0	0%
P069	Highway & Land Drainage Improvements	D Parker	84	26	17	26	0%
P079	Catalyst Equity Loan Scheme	N Aves	27	27		27	0%
P066	The Curve	Fin Garvey	9,443	1,189	969	1,189	0%
P128	Corporate Property Asset Management	S Gibson	491	250	71	250	0%
P111	Major Highways Programmes	D Parker	703	854	(12)	855	0%
	Major Highways Programmes	D Parker		930		930	0%
P728	Highway Reconfigure & Resurface	D Parker	576	497		497	0%
P779	Britwell Regeneration		114	0		0	#DIV/0!
P869	Chalvey Hub	S Gibson	170	143	11	11	92%
P881	Colnbrook By-pass	D Parker	0	131		131	0%
P117	Garage Sites Stage 7	N Aves	111	0		0	#DIV/0!
P127	Demolitions	S Gibson	317	288	27	177	39%
P104	Stoke Poges Footbridge	D Parker	410	410		0	100%
P116	Windsor Road Widening Scheme	S Gibson		0		0	#DIV/0!
P163	Purchase 81-83 High Street	S Gibson	0	550		550	0%
P149/P098	A332 Windsor Road Widening LEP	S De Cruz	1,700	6,173	13	13	100%
P148	A335 Tuns Lane LEP Transport Scheme	S De Cruz	1,800	6,528	6	6	100%
P144	Slough MRT	S De Cruz	1,700	4,130	1,810	4,130	0%
	Flood Defence Measures SBC/EA Partnership	D Parker		100		0	100%
P135	Plymouth Road (dilapidation works)	S Gibson	197	305	9	9	97%
P137	Relocation of Age Concern	S Gibson	27	19		0	100%
P155	Air Quality Grant	J Newman	67	67		67	0%
P147	DEFRA Air Quality	J Newman	42	24		24	0%
Cost Centre	Project	Lead Officer	15-16	Revised 16-17	Actual Jun-16	Total Projection	Slippage
P661	Local Safety Scheme Programme	S Decruz	143	60		0	100%
P060	Station Forecourt	D Parker	20	15	1	1	93%
P064	Infrastructure	D Parker	155	20	6	20	0%
P115	Bath Road Redevelopment	S Gibson	300	399		0	100%

	Northborough Park	S Gibson	250	250		0	100%
	Redevelopment of Thomas Grey Centre	S Gibson	50	2,050		0	100%
	Installation of 3 Electric Vehicle Rapid Chargers	J Newman	200	200		200	0%
	Carbon Management	J Newman	100	600		600	0%
P157	Burnham Station LEP	S Decruz		1,960	54	54	97%
	LAAP Mortgage Scheme			5,000		0	100%
P152	Asset Condition Survey		150	150	6		
	Total RHR (including Heart of Slough)		20,008	33,774	2,891	10,196	
	TOTAL GENERAL FUND		48,500	86,388	7,863	48,736	

Cost Centre	Project	Lead Officer	Revised 2016-17 budget	Actual June-16	Slippage
P544	Affordable Warmth/Central Heating	J Griffiths/Adrian T			
P544 (4601)	Boiler Replacement	J Griffiths/Adrian T	1,001	1,343	-114%
P544 (4602)	Heating / Hot Water Systems	J Griffiths/Adrian T	320		100%
P544 (4603)	Insulation programmes	J Griffiths/Adrian T	(1,373)		144%
P552	Window Replacement	J Griffiths/Adrian T			
P552(4613)	Front / Rear Door replacement	J Griffiths/Adrian T	66	71	-129%
P558	Internal Decent Homes Work	J Griffiths/Adrian T			
P558(4604)	Kitchen Replacement	J Griffiths/Adrian T	2,158	(24)	101%
P558(4605)	Bathroom replacement	J Griffiths/Adrian T	1,096		100%
P558(4606)	Electrical Systems	J Griffiths/Adrian T	476		100%
P559	External Decent Homes Work	J Griffiths/Adrian T			
P559(4607)	Roof Replacement	J Griffiths/Adrian T	336	230	-43%
P559(4608)	Structural	J Griffiths/Adrian T	152		
	Decent Homes		4,232	1,620	3
P516	Winvale Refurbishment	J Griffiths/Adrian T			
P541	Garage Improvements	J Griffiths/Adrian T	275	5	93%
P548	Mechanical Systems /Lifts	J Griffiths/Adrian T	(74)		100%
	Lifts	J Griffiths/Adrian T			
P545	Capitalised Repairs	J Griffiths/Adrian T			
	Parlaunt Shops-Flat Roof Replacement	J Griffiths/Adrian T			
Cost Centre	Project	Lead Officer	Revised 2016-17 budget	Actual June-16	Slippage
P551	Security & Controlled Entry Modernisation	J Griffiths/Adrian T	135	(2)	101%
P564	Darvills Lane - External Refurbs	J Griffiths/Adrian T			
P565	Estate Improvements/Environmental Works	J Griffiths/Adrian T	817		
P569	Replace Fascias, Soffits, Gutters & Down Pipes	J Griffiths/Adrian T	379	184	25%
P573	Upgrade Lighting/Communal Areas	J Griffiths/Adrian T	128	2	40%

		T			
P573(4609)	Communal doors	J Griffiths/Adrian T	75		
P573(4610)	Balcony / Stairs / Walkways areas	J Griffiths/Adrian T	130		
P573(4611)	Paths	J Griffiths/Adrian T	130		
P573(4612)	Store areas	J Griffiths/Adrian T	91		
	Sheltered / supported upgrades	J Griffiths/Adrian T	500		
	Planned Maintenance - Capital		2,586	189	4
P546	Environmental Improvements (Allocated Forum)	J Griffiths/Adrian T	298		100%
P407	Commissioning of Repairs Maintenance and Investment Contract	A Grant	1,509	34	0%
P405	Tower and Ashbourne	J Griffiths/Adrian T	4,415	638	0%
P547	Major Aids & Adaptations	J Griffiths/Adrian T	167	10	1%
P406	Stock Condition Survey	J Griffiths/Adrian T	137	47	0%
P575	Affordable Homes	S Gibson/S Jetta	9,920	1,122	0%
P779	Britwell Regeneration	Fin Garvey	989		100%
			24,253	3,660	

Community Investment Fund (Capital Only)	2015-16 Revised Budget	2015-16 Actual	2016-17 Revised Budget	Jun-16 Actual	Responsible Officer
Description	£'000	£'000	£'000	£000s	
MUGA's - floodlit to all community hubs / priority associated areas	156	25	130		K Ghandi
Replace street bins and increase numbers in high litter areas		65	(65)	11	Ian C
Replacement street signs - 2 year programme	50		50		Alex D
CCTV - purchase of moveable cameras	56	38	18	8	G De Haan
Neighbourhood Enhancements/Walkabouts	300	265	385	70	Ian C
Pavement Parking Policy	373	66	307	5	Joe C
Alley gating works	55		55		G De Haan
Member Bids	39	25	13	2	Ian C
Wexham Road Crossing	35	1	34	6	Savio De Cruz
Parks Buildings Invest to Save	20		20		K Ghandi
Chalvey Recreation	20		20		K Ghandi
Salt Hill Park	20		20		K Ghandi
New Bike Hire Stands	10	10	0		Savio De Cruz
Electronic 30 mph signs	10		10		Savio De Cruz
Montem Streamside Walk	5		5		Ollie K
Land clearance Derwent Drive	10		10		Ian C
Borough Gateway Signs	40	39	1		Kate Pratt

Temporary Ice Arena Provision			25		
Green Gyms			40		K Ghandi
Landscaping			20		K Ghandi
Verge Protection			35		
Casework Enquiries			30		
TOTAL	1,198	536	1,163	102	

SLOUGH BOROUGH COUNCIL

REPORT TO: CMT **DATE:** August 2016

CONTACT OFFICER: Clare Priest Programme Management Lead
(For all enquiries) (01753) 875841

PROJECT HIGHLIGHT REPORT August 2016

1) Purpose of Report

To update CMT on the progress of the 34 projects in the Portfolio (including 9 Gold) and to highlight any key strategic issues, risks and interdependencies, with CMT decisions required as indicated. This will inform the Performance and Budget Monitoring Report to Commissioners and Directors.

2) Decisions Required

- (i) The following decisions are required by CMT, full background including risks, issues and mitigating actions is provided in the tables below:

Project	Decision
RMI Contract	It is recommended that the Project Sponsor and Interim Director of RHR discuss the current issue regarding property services data collation methodology. The data currently held by Property Services is in a format that does not fit business needs and if not change to meet the requirements of the RMI Contract could have a detrimental impact on the new contract and the management of it.

- (ii) Following analysis of the project highlight reports received, CMT are asked to consider the following thematic risks and issues that are affecting the delivery of Projects in the Portfolio:

1 Project

School Places

Decisions need to be made with regard to options relating to the creation of school places, including the development of SASH2 secondary school places and risks associated with Arbour Vale not being able to expand. This is to ensure there are sufficient schools places available from September 2017.

2 Projects

Customer Relationship Management

There are issues relating to the delay in implementation of the Online Citizen Portal, Mobile working and Project Management Information Projects as part of the Adults Social Care Reform Programme. Delays will affect target savings for the financial year. The Digital Programme is looking to implement a CRM system which could potentially link to the Online Citizen Portal project. However due to timescales, immediate need and projected savings, the ASC Portal will be implemented in advance of CRM work for the Digital Project.

1 Project

Staff Training

The Agresso/ERP project is reporting project risks and issues associated with insufficient capacity and capabilities to deliver the project. The need for staff training and additional support from arvato is suggested as a mitigating action. This will impact on the project's budget and potentially timescales if tender processes need to be followed depending contract values.

4 Projects

Key Decisions

Four Projects are awaiting key decisions to progress with the project and/or to determine the scope:

- **RMI Project**
The Project Sponsor and Interim Director of RHR need to agree the collation and recording methodology for data held by property services to ensure it is fit for business needs and meets the requirements of the RMI contract.
- **Highways and Transport Transformation**
Awaiting a decision on whether the professional services contract will be Council wide or a Transport or Highways contract. There is also no direction on whether services will be brought back in house.
- **Environmental services contract re-**

procurement

Awaiting instruction for all Lot commencement and/or further instruction for progress of Lot 2, background planning is continuing to mitigate the severe effects of the delay for Lot 1.

- **The Cambridge Education/ Phase 2 CSC transfer**

Awaiting agreement of revised contract arrangements including the delivery of the Educational Psychology service and which services will be brought in house.

- (iii) There are currently no key themes emerging from the highlight reports that require CMT to agree their inclusion in **Transformation Board** discussion.
- (iv) CMT are asked to consider the following **project level decisions** which have been requested by Project Managers in the Highlight Reports either now or by inviting a further report to CMT as soon as possible.

School Places Programme (GOLD)			
Overall Status	Timeline	Budget	Issues + Risks
Amber ↔	Amber ↔	Green ↔	Red ↔
Risk/Issue	Mitigating Action	Gap	Theme
SASH2 secondary places required for 2017 (Risk)	If these places aren't available then may need to bring forward expansion of Westgate and/or Wexham to ensure sufficient places.	Secondary school places	School Places
Arbour Vale may not be able to expand on it's current site (Risk)	A new site may be required and this may delay the project by 12 to 24 months.		School Places
CMT Recommendation			
None. Project Board decisions as follows: a) Decide on preferred option for SASH2 to ensure secondary places open for Sep-17. b) Then seek approval from Cabinet for site/s for SASH2. c) Is SASH2 primary places are to open for 2017, decide if this affects the current primary expansion projects in any way.			
Adults Social Care Reform Programme (GOLD)			
Overall Status	Timeline	Budget	Issues + Risks
Amber ↔	Amber ↔	Amber ↔	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme
Ongoing ICT/arvato issues relating to the following: Online Citizen Portal Mobile Working Project Management Information Project All of which are impacting on both project timescales and saving targets for the ASC programme. Each month in delay	Mitigating actions include exception reporting and a dedicated resource for the ASC programme.	Absence of IT resources from arvato.	ICT/Telephony

<p>reduces the Department's savings plans by c£4000 for the carer's portal alone and will delay additional savings as the solution is expected to be rolled out across more self-service functions which total an additional £72,000 a year. (Issue)</p>			
<p>It has been acknowledged that the Citizen Portal solution requires the main IAS application to be migrated to Windows 10 Server.</p> <p>This in turn presents an issue to the connectivity of the ASC department's document management system which requires significant configuration and or a possible re-procurement as this old application is not supported on Windows 10. (Issue)</p>	<p>Discussions are being had with arvato project management and technical resource to identify solution.</p>	<p>Document Management System compatibility with Windows 10</p>	<p>ICT/Telephony</p>
<p>CMT Recommendation</p>			
<p>None. The signoff for the departments re-structure consultation will require papers to be submitted to the ASC DMT in October and then to CMT in November 2016.</p>			
<p>The Curve (GOLD)</p>			
<p>Overall Status</p>	<p>Timeline</p>	<p>Budget</p>	<p>Issues + Risks</p>
<p>Red ↔</p>	<p>Red ↔</p>	<p>Amber ↔</p>	<p>Amber ↑</p>

Risk/Issue	Mitigating Action	Gap	Theme
Risk of running costs exceeding planned revenue budget. Rates estimates received suggest an increase of £250k above current premise costs with corporate property costs substantially higher than present budget. (Risk)	Growth Bid of £391k has been submitted to fund the revenue gap within budget.	Revenue Funding	Project Funding
Capacity of SBC and Arvato's ICT support to meet deadlines and complete work on schedule. (Risk)	Allowing an extended period for the completion of works beyond handover from construction.		ICT / Staff Capacity
CMT Recommendation			
None.			
ERP/ Agresso (GOLD)			
Overall Status	Timeline	Budget	Issues + Risks
Red ↓	Amber ↑	Green ↑	Red ↓
Risk/Issue	Mitigating Action	Gap	Theme
Lack of specialist knowledge within the organisation related to report writing and payroll reconciliation / error. (Risk)	We will treat/mitigate the risk by either planning in training for existing staff or consider external support from arvato before go live in Dec 2016	Staff Training and arvato support	Staff Training
Lack of ongoing support post go-live due to insufficient capacity, capability, and resilience of the support team. (Risk)	We will treat/mitigate the risk by either planning in training for existing staff or consider external support from arvato before go live in Dec 2016	Staff Training and arvato support	Staff Training
Partners not engaged in the implementation process. (Risk)	We will treat/mitigate the risk by ensuring representatives from CE and SCST are invited to		Staff engagement

	key Agresso meetings. This process has started.		
The data within CHRIS21 (current payroll system) does not reflect the current organisation structure and some data is incorrect. (Issue)	HR staff are currently reviewing the organisation structure and amendments will be applied to Agresso.	CHRIS21 data	IT/ Telephony
Arvato have been asked to quote for the delivery of ESS, MSS, Payroll & Milestone 5 training. To date a quote has not been forthcoming. (Issue)	Another 2 organisations have been approached to provide a quote	Discussions with procurement have identified that a tender process may have to be followed, depending upon the contract value	Staff Training
Arvato require Agresso payroll support during the first Agresso pay run, early September. (Issue)	Arvato staff are unavailable to offer this support	SBC are looking to source staff externally.	Staff Training
CMT Recommendation			
None.			
Vision and Purpose (GOLD)			
Overall Status	Timeline	Budget	Issues + Risks
Green ↔	Green ↔	Green ↔	Green ↔
Risk/Issue	Mitigating Action	Gap	Theme
N/A	N/A	N/A	N/A
CMT Recommendation			
None.			
People and Culture Strategy (GOLD)			
Overall Status	Timeline	Budget	Issues + Risks
Green ↔	Green ↔	Green ↔	Amber ↓

Mitigating Action	Gap	Theme	Theme
The recruitment of Director of Children Services combined with a number of employee relation issues has diverted OD/HR senior manager resource and capacity from the People and Culture Project. (Issue)		Conflicting demands on resource.	Resource
CMT Recommendation			
None.			
Digital Transformation (GOLD)			
Overall Status	Timeline	Budget	Issues + Risks
Green ↑	Green ↑	Green ↑	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme
N/A	N/A	N/A	N/A
CMT Recommendation			
None.			
RMI (GOLD)			
Overall Status	Timeline	Budget	Issues + Risks
Amber ↓	Amber ↓	Green ↔	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme

Continuing use of current data collation methodology employed by Property Services (related to RMI stock condition survey) could result in serious detriment to the HRA as it will prevent robust data analysis. (Risk)	Risk escalated to project board to seek solution.	N/A	Data Collection Process / Project dependency
Data currently held by Property Services continues to be in a format that does not fit business needs. (Issue)	A request was made for a review of the Stock Condition Project process to ensure it is fit for purpose. The RMI project board approved the request; however no follow up action has been taken to date.		Data Collection Process / Project dependency
Information provided by Property Services continues to be unsuitable for the purposes of RMI and stock condition survey data analysis. (Issue)	Issue was escalated to project board for resolution.		Data Collection Process / Project dependency
CMT Recommendation			
It is recommended that the Project Sponsor and Interim Director of RHR discuss the current issue regarding property services data collation methodology. The data currently held by Property Services is in a format that does not fit business needs and if not change to meet the requirements of the RMI Contract could have a detrimental impact on the new contract and the management of it.			
Environmental Services Contract Procurement (GOLD)			
Overall Status	Timeline	Budget	Issues + Risks
Red ↓	Red ↓	Green ↔	Red ↓
Risk/Issue	Mitigating Action	Gap	Theme
Limited technical capacity causing bottlenecking of key	Extended officer working to meet peak workflow demands. Utilisation of		Staff Capacity

document reviews and data sign off of required appendices. (Issue)	additional project support officer.		
Limited technical capacity to address data sign off of required appendices highlighting poor service resilience factors.. (Issue)	Mitigated by utilisation of additional project support officer. Red flagged for reference		Staff Capacity
Lack of corporate GIS resource causing difficulties collating and mapping data. (Issue)	Extensive cross departmental working by project management and support.	Corporate GIS resource	Staff Capacity
Poor corporate programme planning causing key procurement and other work stream resources to be diverted from project due to impact of RMI. (Issue)	Delayed procurement of financial adviser further.	Financial adviser still not fully mobilised due to contractual difficulties. Anticipate resolved this week.	Staff Capacity
Constrained post OJEU procurement timetable highlighting delay in project mobilisation with little room for slippage. (Issue)			Project Timescales
Project placed on hold and awaiting further instructions. Background planning continuing to mitigate severe affects of delay for Lot 1. (Issue)	Awaiting instruction regarding Lot 2. CRITICAL		Project Timescales
CMT Recommendation			
None. There is a request for SMT Management instruction critically required for all Lot commencement and/ or further instruction for progress of Lot 2.			

Operational Asset Review (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Amber ↔	Amber ↔	Amber ↔	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme
N/A	N/A	N/A	N/A
CMT Recommendation			
None.			
Cemetery Expansion and Crematorium Works (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Green ↔	Green ↔	Green ↔	Green ↔
Risk/Issue	Mitigating Action	Gap	Theme
N/A	N/A	N/A	N/A
CMT Recommendation			
None.			
Highways and Transport Transformation (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Green ↔	Amber ↓	Green ↔	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme
Certainty of the professional services contract. No decision has been made whether the new contract should be a Highways and Transport contract or a Council wide contract. (Risk)	None highlighted.	N/A	Project Timescales
No firm direction on services being bought in house e.g. Direct Labour	Decision relating to approach	Decision on approach	Project Approach

Organisation (Risk)			
Consolidation of Highways and Transport budgets (Issue)	None highlighted		Budgets
CMT Recommendation			
None.			
Slough Major Transport Schemes (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Red ↔	Amber ↓	Red ↔	Red ↔
Risk/Issue	Mitigating Action	Gap	Theme
Utility diversion planning between Galvin Road and Tuns causing delays due to number of ducts in the constrained footway.	Design changes and negotiations on-going with utility companies.		Project Planning
Land transfer at 172 Bath Road, developer has now agreed to land transfer subject to some conditions.	N/A		Change in scope
Land still awaited at Windsor Road due to demolition of properties.	Review of project timescales	Demolition of properties	Project Interdependencies
CMT Recommendation			
None.			
Street-lighting LED (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Green ↔	Green ↔	Green ↔	Green ↔
Risk/Issue	Mitigating Action	Gap	Theme
N/A	N/A	N/A	N/A

CMT Recommendation			
None.			
Highways Term Maintenance Contract (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Green ↔	Green ↔	Green ↔	Green ↔
Risk/Issue	Mitigating Action	Gap	Theme
N/A	N/A	N/A	N/A
CMT Recommendation			
None.			
Burnham Station Improvement (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Green ↔	Green ↔	Green ↔	Green ↔
Risk/Issue	Mitigating Action	Gap	Theme
N/A	N/A	N/A	N/A
CMT Recommendation			
None. Consultation is underway with residents, however, if there are any objections to the scheme and a Significant Decision will be required before works commence on site			
Cambridge Education / Phase 2 CSC Transfer (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Amber ↔	Amber ↔	Amber ↔	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme

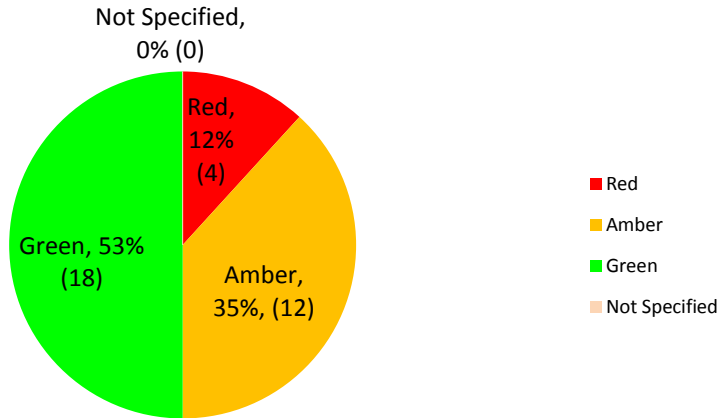
<p>Potential decisions to provide a standalone budget for education psychology assessments will create new budget pressures for the Trust, possibly in the region of £200k per annum over the next two years.</p> <p>Opportunities to achieve the savings targets of £600k via efficiency savings within a revised contract(s), or from in year savings in 2016/17, could also be compromised if the settlement provided to the Trust exceeds current levels of expenditure. (Issue)</p>	<p>Agreement of revised contract arrangements.</p>	<p>Agreement of revised contract arrangements</p>	<p>Contract arrangements</p>
<p>There remains a risk that the Council cannot agree revised contract arrangements with Cambridge Education. This has become more likely since the Trust raised concerns regarding the delivery of the Education Psychology services within the contract.</p> <p>If Cambridge Education do not agree to continue to provide services on behalf of the Council, services would need to be brought in-house; as this would impact on teaching</p>	<p>Agreement of revised contract arrangements.</p>	<p>Agreement of revised contract arrangements</p>	<p>Contract Arrangements</p>

staff within the contract, consultation could not now be completed to support implementation of the new arrangements by 1 October 2016. (Risk)			
The Trust's decision to bring services in-house will potentially place additional strain on their managerial capacity, with additional strategic management input from Cambridge Education no longer available. (Risk)	Agreement of revised contract arrangements	This strengthens the need to ensure effective performance management of the new responsibilities that the Trust will be delivering on behalf of the Council.	Contract Arrangements
CMT Recommendation			
None.			
Leisure Strategy (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Amber ↔	Green ↑	Green ↑	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme
Concern regarding the completion of the Power-on from SSE as it has taken a long time to conclude the legal agreement with UKPS. (Issue)	Contingency plans in place	Delays in completing legal agreements are an ongoing issue.	Legal
Lack of capacity of SBC and Arvato's ICT support to meet deadlines and complete work on schedule. (Risk)	Appeal to Arvato via Sarah Power to address issues and escalate to Roger Parkin as required.		ICT / Staff Capacity
CMT Recommendation			
None.			

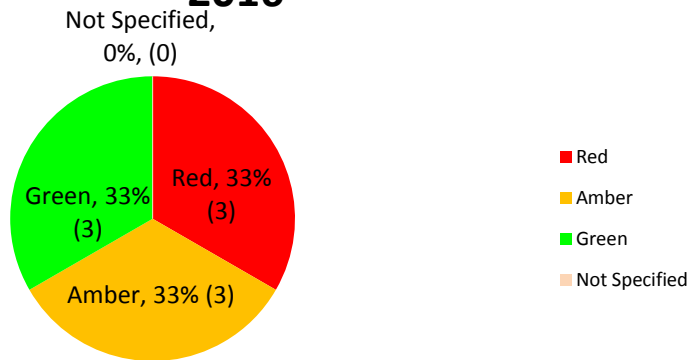
Leisure Contract Reprocurement (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
Amber ↔	Green ↑	Green ↑	Amber ↔
Risk/Issue	Mitigating Action	Gap	Theme
<p>The current contract does not allow SBC to disclose financial information to 3rd parties which prohibits SBC publishing important financial data as part of the tender process.</p> <p>Bidders would expect to see a financial breakdown of the income and expenditure per facility to accurately cost their bid. Without this information operators could be put off from bidding as they will assess the risk as being too high. (Issue)</p>	<p>Conversations are in progress with Legal colleagues about how to mitigate this issue.</p>		<p>Legal</p>
CMT Recommendation			
None.			

3) Overall Project Status

All projects: Overall Status August 2016



Gold Projects: Overall Status August 2016



Number of Projects	Pending Projects	Closed Projects	New Projects	Portfolio responses received
34	16	7	0	27 (79%)

Project Gradings					
Gold	High	Medium	Low	Not Specified	Mandatory
9	12	3	10	0	5
26%	35%	9%	29%	0%	0%

4) Projects closed this month

2 Projects

Project Closure/Completion

Libraries Transition Project

Note this project has been closed as the transition of the service from Essex County Council back in house has been successfully completed. An End project report and Lessons Learned review is being undertaken and a report will be available by the end of August.

Families First Project

Note this project has now been closed as the Families First service has now transferred to the Slough Children's Services Trust. The delivery of the Troubled Families Programme will be business as usual and managed through normal contract management. An end project report will be available by the end of August.

PROJECT HIGHLIGHT REPORT

Project name: School Places Programme		Project SPONSOR		Interim Sponsor: Ruth Bagley Roger Parkin	
Wards affected: All		Project MANAGER		Tony Madden	
Five Year Plan Outcome the Project relates to: (List the main outcome if there is more than one)				Outcome 5: Children and young people in Slough will be healthy, resilient and have positive life chances	
Directorate and Service Name:				Asset Management, Regeneration Housing and Resources	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	RED	AMBER	31/07/2016
<i>Previous month</i>	<i>AMBER</i>	<i>GREEN</i>	<i>RED</i>	<i>AMBER</i>	31/06/2016
Reasons for change in status					
Project start date:	01/09/2013		Anticipated project end date:	31/08/2022	
Has this highlight report been agreed and authorised by the Project Sponsor?					Yes

Key activities completed / milestones achieved in **this** period:

Slough is taking a long term strategic approach to school places to ensure all Slough children and young people secure a school place to 2022. This report is split into strategic and delivery activities.

Strategic Plan

Risk rating

1. A school places strategy report was presented to Cabinet on 22nd June 2015 to update members on progress and to seek endorsement for the approach being taken.
2. Open Free Schools still under construction are:
 - Langley Academy Primary – opened September 2015 on the Langley Academy site
 - Ditton Park Academy – opened September 2014 on a temporary site
 - Lynch Hill Enterprise Academy – opened September 2014 on the current primary school site
 - Eden Girls' School – a faith school opened September 2015 on a temporary site.

SASH2 is an approved Free School is a 4-19 school expected to open 2017 if a site or sites can be identified.

The promoters of Langley Hall Primary Academy are continuing to explore options for opening a new secondary Free School.

3. A significant expansion of SEN and PRU places is required to 2022. An Additional Needs Review has been undertaken which feeds into the overall strategic plan highlights some short term pressures on places and includes an expansion programme. Findings show an annex of Arbour Vale is required and possibly a new special school to meet the long term need. At the same time a number of new mainstream resourced units are required across the year groups.

Operational Delivery

PRIMARY:

Risk rating

a) Reception Places: Current birth data indicates a peak in demand for Reception places for 2015-16 and 2016-17 before demand starts to reduce. There were 68 fewer applications from Slough residents by the closing date this year compared to last year and there are 30 fewer Reception places available for September 2016 than for 2015. There are currently around 55 vacancies. Subject to

any unexpected surge in applications, it is unlikely that further Reception places will be required for 2016-17 but this will be monitored closely.

b) Other Primary Year Groups - Inward Migration: On average there is a net increase of 28 pupils into every primary year group during each curriculum year. So while fewer new reception classes will be required going forward it will still be necessary to add bulge classes in higher year groups. 3 bulge classes opened in Years 1, 2 and 5 in the 2015-16 academic year; this trend is likely to continue for the medium term.

Currently, all in-year applicants are being offered places shortly after they apply and there remain some empty places in all year groups. The number of in-year applications increased in July 2016. This will be monitored closely.

c) 2016-17: Current forecasts indicate Slough may need an additional capacity in some year groups next year to provide the planned surplus of 60 places in each year group for unexpected growth and in-year arrivals. Having explored options through the School Organisation Group (SOG), the preference is to increase class sizes rather than open new bulge classes whenever possible. The increase in class size has been agreed with the Department for Education (DfE) and revenue funding has been agreed with Schools Forum.

Works: Major construction projects have started on site this month to expand James Elliman Primary, St Mary's CE Primary and Claycots Bath Road. They will add 4 forms of entry and are all due to complete by the end of 2017.

d) 2017 and beyond: With 3 continuous years of reducing birth numbers it is expected that some reduction in provision will be required from 2018 in lower year groups of primary education. It could be even earlier if SASH2 opens primary places as planned in 2017. Foxborough Primary has decided to reduce their admission number by 30 from 2017. The effect of Brexit on inward migration and housing will be closely monitored.

SECONDARY: Risk rating 

The amber risk rating reflects the over supply of Year 7 and 8 places in the school year just ending due to new Free Schools. At the same time there is pressure on places in Year groups 9, 10 and 11.

a) Year 7: The opening of new Free Schools has resulted in an over-supply of secondary places for 2015-16 of 8 forms of entry. This impacts on the capitation income and the viability of some schools, particularly those just outside of Slough, and could result in places being unavailable to Slough in future years when they are required. These consequences were first predicted by Slough to the DfE in 2013 and officers continue to lobby the Department to time openings to align with demand.

Applications for September 2016 – There were 75 more applications from Slough residents by the closing date this year compared to last year. There is no significant change to the number of places available. It is likely that Slough schools will have very few vacancies at the beginning of the autumn term 2016 and most new applicants will be offered places at schools outside Slough.

b) Other Secondary Year Groups 2016-17 - Inward Migration: For 2016-17 there will be significant number of places in current years 8 and 9 in Slough schools and very few places in 10 and 11, although there are places in neighbouring boroughs' schools in all these year groups. Pupils that arrive in Slough from September 2016 onwards in years 7 and 10 are likely to be placed outside Slough. Slough's recently widened Fair Access Protocol gives priority to pupils without places and provides financial support to schools, including schools outside Slough when there are no places in the Borough. Some pupils in Year 11 will be offered full time places at Haybrook College or East Berkshire College.

SEN and PRU Risk rating 

SEN School Organisation Group (SEN SOG) was established to inform the strategic planning of new SEN and Pupil Referral Unit (PRU) places across the town. They have developed a delivery programme with proposals for creating the SEN and PRU places required to 2022. Professional

services/architects have been appointed to begin working up options and designs for each project. Delivery of the expansion programme will be dependent on the ability to secure sites, likely to emerge as a combination of Council and privately owned sites. Both SOG and SEN SOG have now been absorbed into the Slough Schools' Education Forum (SSEF) where school organisation is a standing item.

The delayed period between design and delivery of new projects may mean a shortfall of places in the interim resulting in placements in facilities out of the Borough with associated transport and cost implications. There is a growing pressure for places across the full range of SEN provision, particularly for pupils with ASD/Complex Needs and Social, Emotional and Behavioural Difficulties places at secondary level.

Confirmed projects with agreed sites:

- A new secondary resource unit for Complex Needs is set to open at Ditton Park Academy in 2017.
- Littledown School will add 20 places by expanding into the former Milan Centre.
- Haybrook College will create 40 places by leasing the Thomas Grey Centre for 3 years at which point a new site will be required. This site will also become the base for the Wexham Park Hospital School now their hospital site accommodation is no longer available.
- A modular classroom will be added at Arbour Vale to create an additional 10 places for 2016-17.

Key activities *scheduled but not completed* and the reasons why not

Key activities / milestones scheduled for *next* period:

Strategic Planning

1. Further develop the Strategic School Places Programme and Additional Needs Review.
2. Explore site options for SASH2.
3. Consider possible sites for location of a new special school building.
4. Lobby DfE/EFA and promoters to align school openings to match demand.

Operational Delivery

5. Architects continue to develop options appraisals and projects for the SEN and PRU expansion programme.
6. Work towards formal agreement with Littledown and Haybrook for their use of the Thomas Grey site and progress design works with our architect on the conversion works.
7. Confirm list of schools willing to admit over their Planned Admission Number for 2016-17 if required.
8. Continue to explore options for creating further bulge classes from September 2017 in the primary phase.

PROJECT MILESTONES

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
Opening of Modular classrooms for James Elliman, Claycots and Marish	End August 2016			Amber
	Modular classroom blocks required at Claycots and James Elliman for Sep 16 while major constructions works proceed. Marish require a double modular after admitting 2 bulge classes			

	last year and expanding SEN places.			
Modular classroom for Arbour Vale	August 2016		Amber	
	School requires a modular room to allow an existing staff area to be converted for additional pupils from Sep-16. Supply and/or PFI approvals may cause slippage.			
Appoint architects for The Westgate and Wexham expansion projects	May 2016	May 2016	0	Green
	Architects now appointed and work has begun on the design and planning stages.			
Begin dialogue with SUR for The Westgate and Wexham construction works	October 2016			Green
	If dialogue leads to agreement that the SUR will deliver these projects then they will be brought into the design stage at the earliest opportunity.			
Obtain planning approval for major expansion of Arbour Vale School	January 2017			Green

RISKS ARISING THIS PERIOD		
Risk Ref	RAG	Risk Description
R01	Amber	<p>1. Control of Free Schools – Mismatch between the provision of new schools and need as Slough can't control the approval and opening dates of new Free Schools.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> The new strategy is designed to be flexible with a pipeline of projects that can be accelerated or slowed as required (see Risk 6). Intensify dialogue with DfE/EFA about opening of Free Schools and the timings of doing so.
R02	Red	<p>2. Site Availability – Lack of sites may mean that schools are not ready when required.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> Some expansions on existing school sites are provisionally agreed. The limited availability of sites means that Slough will need to prioritise proposals for schools that are most likely to maximise places for Slough children.
R03	Red	<p>3. Land ownership – A number of sites in private ownership may be required and this introduces cost uncertainty with timing and achievement of purchases out of the control of the Council.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> Ensure a clear picture is held of sites in SBC control to manage negotiation effectively.
R04	Amber	<p>4. SEN/PRU places – Rise in demand for SEN/PRU provision exceeds the availability of places leading to possible challenge and costly placements out of Borough.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> Combination of expansion and new SEN specialist units required, opportunity to include within new Free Schools. Deliver the projects on the draft expansion programme.

R05	Amber	<p>5. Programme funding – Over £150m will be required to fund the school expansion programme to 2022. This will be unaffordable without new government funding. The statutory duty to ensure sufficient school places rests with the LA.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • Basic Need funding for new places has been confirmed to 2018-19. • Free Schools are currently externally funded; a number are already agreed with further applications in the pipeline. • Annual capital bids submitted to the DfE. • Seek Section 106 developer contributions where relevant.
R06	Red	<p>6. Delivery timeline – Projects delivered later than required for pupils.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • Forward planning: from approval, large projects are likely to take at least 24 months to complete and open places to pupils. • Projects need to start in good time with the possible risk that this provides some overprovision.
R07	Red	<p>7. Changing demographics – Demand may rise faster or slower than predicted. Fluctuations in housing completions can greatly affect in-year demand for places. There are also external factors which can have a significant impact, such as Brexit, government policy and market pressures which impact on families being relocated to areas outside the City, such as Slough.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • A percentage of surplus places planned for each year group. • Latest information is constantly monitored and any significant changes incorporated within the delivery programme. • Housing information monitored and incorporated into forecasts. • New projects may need to start or others delayed. • Dialogue with Free School promoters about phased openings.
R08	Amber	<p>8. Capacity - Insufficient capacity to deliver such a large expansion programme.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • Project management capacity increased. • Continue to monitor progress.
R09	Amber	<p>9. Delivery risk - Projects do not proceed as planned, for instance schools choose not to co-operate or do not have the capacity to expand.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • Work closely with individual schools and regularly attend heads' groups to ensure buy-in. • Allocate adequate funding for projects to mitigate concerns.
R10	Green	<p>10. Legal challenge – Legal challenge impacting delivery and adding to costs.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • New places will be offered following the School Admissions Code and the Fair Access Protocol.
R11	Amber	<p>11. School performance – Expansion of existing schools or work on Free School proposals affects performance and pupil outcomes.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • Expansion projects to be adequately funded and delivered in a way which is responsive to the effective functioning and smooth running of the school • LA to support Slough schools as they expand or prepare to apply for Free Schools.

BENEFITS REALISED

1. Combination of bulge classes and expansion projects has ensured all new arrivals were placed for 2015-16 and places remain available in all primary year groups.
2. New Fair Access Protocol has streamlined the process for placing new arrivals – this has ensured all secondary pupils in particular continue to be offered places.

BUSINESS OUTCOMES

1. Income from sale of Littledown and rental of Thomas Grey.
2. Income from sale of site for Ditton Park Academy.

INTERDEPENDENCIES & IMPACTS

1. Completion of lease for Lynch Hill has permitted Arbour Park projects to go ahead, including the new Community Sports Facility.
2. SASH2 secondary places required for 2017, if these places aren't available then may need to bring forward expansion of Westgate and/or Wexham to ensure sufficient places.
3. If Arbour Vale cannot expand on it's current site then a new site may be required and this may delay the project by 12 to 24 months.

DECISIONS REQUIRED OR RECOMMENDATIONS

Decision	By	Date required
d) Decide on preferred option for SASH2 to ensure secondary places open for Sep-17. e) Then seek approval from Cabinet for site/s for SASH2.	RB	September 2016
f) Is SASH2 primary places are to open for 2017, decide if this affects the current primary expansion projects in any way.	RP	August 2016

Signed:	
Name:	
Date:	

PROGRAMME HIGHLIGHT REPORT

Programme name: Adult Social Care Programme Board		Programme SPONSOR	Alan Sinclair		
Wards affected: All		Programme MANAGER	Simon Lawrence		
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)				Outcome Six	
Directorate and Service Name:				Wellbeing/ Adult Social Care	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	AMBER	AMBER	AMBER	28/07/2016
<i>Previous month</i>	AMBER	AMBER	AMBER	AMBER	05/07/2016
Reasons for change in status					
Programme start date:	September 2015	Anticipated programme end date:		31 March 2019	
Has this highlight report been agreed & authorised by the Programme Sponsor?					Yes

Key activities completed / milestones achieved in **this** period:

THIS MONTH

1. Further co-design meetings / workshops scheduled to define the organisation's structure. These co-design workshops have started to confirm the underlying changes required to work in a placed based social care model and also refine business process. Stemming from these role appraisals and team re-design phases will take place. The consultation December consultation will propose any changes to be made to the structure and job descriptions. The signoff for the consultation will require papers to be submitted to the ASC DMT in October and CMT in November 2016.
2. Further co-development, consultation and steering group meetings have taken place on the separate Prevention and Information & Advice strategies. Both strategies will be sent to the Health & Social Care PDG in September 2016.
3. Management information system demos have been completed and a procurement recommendation will be made to the Information Governance Board in August 2016 and a following report submitted to the Capital Strategy Board in September 2016 for the approval to proceed. Implementation of the MIS, training and report development planned for October 2016.
4. Project Coordinator job evaluation completed, advert to be issued shortly with a closing date of 9 September, interviews scheduled for 20/21 September 2016. The Business Application Support & Training Officer post will be evaluated early August, with a view to close the advert on 9 September.
5. Mobile & remote working project – 20 devices have been procured, the hardware and the technical of the machines is underway. Revised go live August 2016, subject to Avarto re-

confirming the work package timescales (delayed from May 2016).

6. Day Services Learning Disability Clients – ongoing re-assessing 160 service users using internal and external day services with a view to promote more community based activities for those people that do not need a building based service.
7. As part of outcome 6 a community development strategy project has been proposed. This project will have three workstreams (community resilience, community hubs & integrated community working) and will be governed via the outcome 6 delivery group. Further paper submitted to CMT for approval to proceed on 3 August 2016.
8. July 2016 cabinet approval of the LD day services proposals. Plans will now proceed to review the building based support and commission a range of community day services.

Key activities **scheduled but not completed** and the reasons why not

1. Online citizen portal project, awaiting Avarto resource to secure dedicated server space (for the live Portal application) and develop the business continuity plan for the Storage Areas Network. This is a cost avoidance project with a monetary savings value of £76,000 a year.
2. Roll out of mobile working pilot subject Avarto/ Cetus complete the technical configuration of the security certification. Low confidence of provisional go live date in August 2016. Implications to late delivery include unrealised staff efficiencies through mobile and flexible working and the development of the department's community focused re-structure.
3. In the light of the wider Community development strategy the integrated community working / multi-disciplinary team workshop was not held. This in workshop will be re-scheduled once the strategy has been drafted and the project deliverables agreed by the cross-departmental steering group.

Key activities / milestones scheduled for **next** period:

1. Further departmental co-design meetings / workshops scheduled.
2. SPACE development meetings with adult social care operational teams.
3. Management information system submitted to the Information Governance Board in August 2016.
4. Project Coordinator and Business Application Support & Training Officer posts advertised.
5. Mobile & remote working project, revised go live August 2016, subject to Avarto re-confirming the work package timescales (delayed from May 2016).
6. Day Services Learning Disability Clients – ongoing re-assessing 160 service users.

Detail the tolerances agreed with the project board for reporting.

- ☹ Overall Red RAG status will be applied in the event that the project:
- Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**

- ☹ Overall Amber RAG status will be applied in the event that the project:
- Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**
- 😊 Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

- ☹ A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **10 or more weeks**.
- ☹ An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **5 to 10 weeks**.
- 😊 A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 to 4 weeks**

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
Asset Based Conversations - Innovation Site	30/10/2016		63	RAG 😊
	Move away from an 'assessment for services' model and towards one that focuses on neighbourhood based support and care, maximising all available resources, assets and skills available to people and families where they live. This approach, known as an "Asset Based Conversation" is dependent on the new voluntary sector SPACE contract, the Community Hubs work and the departmental organisational workforce review. The changes in social work practice started on 8 th Jan 2016. Every Wednesday from September 14 2016, SPACE community navigators will work with the adult early help team with a view to co-work tier 1 clients and develop effective working practices and relationships.			
Community Hubs - Innovation Site	Revised to 23/05/2016		120	RAG 😊
	This project is currently under review in the light of changes to the wider outcome 6 work looking at models of community development. This review will be presented to CMT on 3 August 2016. It is intended that staff will use the hot desk areas in the community hubs through the use of mobile working technology to engage with other Council community based professionals from the Council and the Voluntary sector. This will maximise the access to existing community assets and build effective information and advice			

	networks in support of an asset based community development model and the SPACE contract.		
Digital Self-service Portal	07/03/2016		180 RAG ☹️
	Development of a digital channel to promote self-directed support and care for the residents of Slough. The carers and asset based prevention assessment represent the first phase. This phase of the project was due to go live March 2016. The delays in this project are due to the lack of technical resource required to configure test and live servers.		
Mobile & Remote Working	26/02/2016		120 RAG ☹️
	Implementation of mobile working tech to aid the development of remote and flexible working for ASC staff outside of St Martin's Place and in the community hubs. The infrastructure refresh has been rolled out across the Council and the ASC department's urgency has been raised with the ITC business partner in order to escalate. Please see the issues register below.		
Carers Strategy	31/03/2016		0 RAG 😊
	Implement of the local Carers strategy and plan so we can identify, assess and support more carers as per our duties under the Care Act 2014.		
Prevention Strategy	31/03/2016		45 RAG 😊
	Develop a prevention strategy that identifies the best value preventative approaches and services so more people benefit. The delays in developing this strategy are in part related to the timings of the development of the over-arching Wellbeing strategy and the changing terms of reference of the Health & Wellbeing Board.		
Information & Advice Strategy	31/03/2016		45 RAG 😊
	I&A strategy as per s4 of the CA2014. External partner, internal departmental and resident wide strategy for the provision of information and advice at the right time, right place and for the right events in people's lives. The development of the strategy will lead to a local implementation plan to coordinate effective provision.		
Extra Care Housing	31/12/2017		0 RAG 😊
	Working in partnership with a private developer for a new extra care housing facility. 60 units will be commissioned by December 2017. The project is currently being initiated and alongside the building of the new site the "care" element of the provision appraised so that it complements a wide commissioning view of all building based care in Slough.		
LD Change Programme	31/03/2016		45 RAG 😊

	Re-commissioning the learning disability in house provider service and the redesign of existing day care opportunities to offer day time activities which can be funded through personal budgets.			
Housing Related Support Services	31/03/2017		0	RAG 😊
	Redesigning housing related support services			
Continuing Health Care	31/03/2017		0	RAG 😊
	Continued review of complex health and social care cases as part of the department's day to day work. East Berkshire local authorities and NHS partners will be working over this financial year to establish more equitable funding arrangements.			
Promoting Wellbeing Workforce Development Strategy	Initial delivery 31/03/2016		90	RAG 😊
	Development of a system wide "promoting wellbeing" workforce development strategy and implementation plan, that will put the residents of Slough to the centre of everyone's business. The strategy will consider workforce training, values based recruitment and integrated working practices across the department, voluntary sector and provider sectors and also align this with similar work being undertaken by NHS partners and the wider Council's workforce strategy. This project has not met initial milestones due to the need to recruitment a new in HR/ OD Business Partner to lead its delivery.			
Original Care Act Re-assessments project	31/03/2017		0	RAG 😊
	This project will be re-designed to focus on double handed care packages where specialist equipment and Direct Payments will be offered through a combined function and social care assessment. £356,000 savings are attached to the delivery of this project.			
MH Review of Day Services	31/03/2016		0	RAG 😊
	Use of Direct Payments to broaden community engagement and increase partnership working - now called Hope College			
Social Care Organisation Reform	31/03/2017		120	RAG 😊
	Staffing re-structure based on the new models of social care practice being developed in the dept. The co-development approach to this work has meant that technically this project is delayed by 4 months, but the re-structure will be in place for the start of the 2017/18 financial year.			

PROGRAMME RISKS ARISING THIS PERIOD

Enter the risk description and how the risk the impact to time, cost and quality will be managed by describing the risk assessment.


Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences
- Terminate / Avoid – avoid the risk so that it doesn't happen

- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences

Risk Ref	RAG	Risk Description
001	Amber ☹️	Constrained staffing resources and experience in delivering complex transformational activity may mean that project delivery is impaired, leading to programme benefits not being realised. Mitigation – Roll out a programme of action learning sets to support staff manage the complex change projects, This will provide change management expertise and increase staff resilience. Regular communications and coproduced innovation sites so that the design is led by staff.
002	Amber ☹️	There is a risk that the innovation projects' by their nature may not deliver the intended outcomes (both personal to the client and financially to the dept.) and or to the expected time scales. Mitigation – intensive project and change management to support the transition from old ways of working to a new model of care and support. Regular reviews of financial and case management activity to ensure issues are managed effectively
003	Amber ☹️	There is a risk that changing public perceptions of how the department should support the residents of Slough will take longer than anticipated and consequently delay the depts. ability to move to a use of universal low or no cost services as part of the ABCs support planning process. Mitigation – development of a programme communications strategy and community development strategy. At the core of these initiatives will be a strong focus on whole systems co-production so that residents can design services that are fit for the communities of Slough.
004	Amber ☹️	The degree and frequency of change that staff are being required to undertake will lead to adverse staff reactions including increases in absenteeism, sickness, resignations etc. Consequently this in turn will deplete the number of permanent staff that the dept. can rely to lead and deliver the transformation work. Mitigation –development a recruitment and retention plan that will address both short term issues and longer term strategy developments.
005	Amber ☹️	The additional pressures raised by the comprehensive savings review and national min living wage coupled with complex innovative projects may lead to senior programme stakeholders dis-banding the programme and replacing the transformative activity with a series of measures based on the rationing of services akin to that seen prior to the Care Act 2014. Mitigation – communications and engagement plan. Regular reports to Health Scrutiny, Transformation Board and CMT in order to engage key stakeholders and manage issues and risks accordingly.

ISSUES ARISING THIS PERIOD		
Issue Ref	RAG	Issue Description
003	Red ☹️	ASC Digital Projects Online Citizen Portal This project was initiated by the ASC Programme Board April 2015 and work package approved by the IG Board on 24th June 2015. Presently no go live date can be set for the delivery of the first phase of this

		<p>project due to the lack of Avarto project management and technical resource.</p> <p>A recent meeting with the SBC ICT Business Partner and Directors has sought agreement for ASC that dedicated resource will be located for this project. However, the latest issues including the acknowledgement that the Citizen Portal solution requires the main IAS application to be migrated to Windows 10 Server (a combination of security features and in order to manage testing resources). This in turn presents an issue to the connectivity of the ASC department's document management system which requires significant configuration and or a possible re-procurement as this old application is not supported on Windows 10.</p> <p>This issue joins a catalogue of issues raised including securing dedicated server space and the development of the business continuity plan for the Storage Areas Network.</p> <p>Each month in delay reduces the Department's savings plans by c£4000 for the carer's portal alone and will delay additional savings as the solution is expected to be rolled out across more self-service functions which total an additional £72,000 a year.</p> <p>Mobile Working Project Capital funding agreed at the CSB in March 2016. Avarto work request raised in the first week of April 2016. Mobile devices have been ordered and are currently being built. Since 12/07/2016 the project team are awaiting a confirmed delivery date as Avarto/ Cetus have yet to complete the technical configuration of the security certification. Low confidence of provisional go live date in August 2016. Implications to late delivery include unrealised staff efficiencies through mobile and flexible working and the development of the department's community focused re-structure.</p> <p>Management Information Project This project (to increase the department capacity to align case activity to financial accountability, manage resource and demand and develop innovative ways to commission services) is currently being managed from Red to Amber.</p> <p>The project has been hampered by an absence of resource from Avarto to liaise and support ASC-MIS project for the development of a technical specification for MIS tool and subsequent installation / support of this tool. MIS system demos have been completed and papers will be submitted to the IG and Capital strategy boards in August and Sept 2016, with scheduled implementation, training and report development tasks planned for October and November.</p>
004	 Amber	<p>The "promoting wellbeing" workforce development strategy and implementation plan is subject to a delay due to the resignation of the previous project manager (ASC HR/ OD Business Partner). Consequently this project has not met initial milestones due to the need to recruitment a new in HR/ OD Business Partner to lead its delivery. Currently an interim business partner has been appointed for the period</p>

	<p>of the staff re-structure and a permanent business partner has been appointed for the ongoing post.</p> <p>It is the view that the project will be subject to a 3 month delay in the delivery of the strategy.</p>
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BENEFITS REALISED
Too early in the programme cycle
BUSINESS OUTCOMES
Too early in the programme cycle
INTERDEPENDENCIES & IMPACTS
<ol style="list-style-type: none"> 1. NHS New vision of care 2. NHS Sustainability & Transformation Plan 3. Better care fund policy framework 4. Outcome 6 of the Council's 5 year plan

DECISIONS REQUIRED OR RECOMMENDATIONS		
Decision	By	Date required
<p>Programme board to note:</p> <ul style="list-style-type: none"> • The signoff for the department's re-structure consultation will require papers to be submitted to the ASC DMT in October and CMT in November 2016. • Continued delays for the go live of the online citizen portal and mobile working projects still persist. Recent meetings to assure the department of progress, whilst initially being positive have since re-highlighted the lack of technical IT input, analysis and project management to provide any assurances that this project is being managed satisfactorily. This must be re-raised with Avarto as soon as possible. 		
Signed:		
Name:		
Date:		

PROJECT HIGHLIGHT REPORT

Project name: The Curve			Project SPONSOR	Roger Parkin	
Wards affected: All			Project MANAGER	Fin Garvey	
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)			Outcome 3 – 1. Define and establish the centre of the town as a destination 4. Cultivate a vibrant town centre 5. Expand the evening economy 7. Ensure the Curve continues to be operationally successful		
Directorate and Service Name			Customer & Community Services		
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	RED	AMBER	AMBER	RED	03/8/16
Previous month	RED	AMBER	RED	RED	05/7/16
Reasons for change in status	<i>Project Red status is the result of failure of the contractor to effectively progress the works.</i>				
Project start date:	01/10/2013		Actual Project Handover date (with conditions)	07 July, 2016 Target.	
Has this highlight report been agreed and authorised by the Project Sponsor?					Yes/No

Key activities completed / milestones achieved in **this** period:

Conditional Handover from Morgan Sindall accepted 7th July.

Key activities **scheduled but not completed** and the reasons why not

Handover further delayed from planned handover on the 5th July – There were still outstanding issues which prevented handover.

Key activities / milestones scheduled for **next** period:

Internals

- Resolution of Snags continuing

Externals

- Resolution of Snags continuing

Arvato

- Ongoing fit-out

Detail the tolerances agreed with the project board for reporting.

- ☹ Overall Red RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**
- 😊 Overall Amber RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**

😊 Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

☹️ A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **10 or more weeks**.

😐 An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **5 to 10 weeks**.

😊 A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 to 4 weeks**

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
Opening	2 nd Sept.	2 nd Sept.	0	😊
	The project is now working towards a public opening on the 2 nd September and this is currently on track.			
				RAG
	[Enter notes on progress here]			
				RAG
	[Enter notes on progress here]			
				RAG
	[Enter notes on progress here]			
				RAG
	[Enter notes on progress here]			
				RAG
	[Enter notes on progress here]			
				RAG
	[Enter notes on progress here]			

RISKS ARISING THIS PERIOD

Enter the risk description and how the risk the impact to time, cost and quality will be managed by describing the risk assessment.

Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences
- Terminate / Avoid – avoid the risk so that it doesn't happen

- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences

Risk Ref	RAG	Risk Description
2	☹️	Arvato delivery of e-payments, e-booking and e-ticketing. Contingency plans are in place. New Project Manager (Sonia Fleming) The main delivery issue is for e-Payments as CIVICA are being chased and as yet have not produced a detailed plan.
5	😐	Risk of running costs exceeding planned revenue budget. Rates estimate now received (£250K above current premises) and corporate property costs substantially higher than budget. Growth bid has been submitted for £391k
12	😊	Non availability of VOIP due to expiry of Virgin Media Contract – Spare lines to be re-routed to the Curve – Heat analysis conducted and lines checked. 18 lines required. Phones ordered. Lines identified.
13	😐	Non completion of the Museum Pods – as Museum continues to raise IT issues and issues over moving the Pods from Morgan Sindall.

ISSUES ARISING THIS PERIOD

Issue Ref	RAG	Issue Description
1	😐	Ongoing issue with soil waste from new restaurant backing onto the service yard. Plumber for the restaurant is expected to re-route the waste from the defunct connect and re-connect to a working route 03/08/16.
2	😐	Some broken furniture discovered which will be dealt with through Morgan Sindall

BENEFITS REALISED

Awaiting project handover

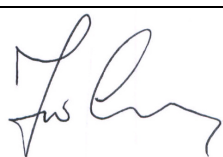
BUSINESS OUTCOMES

Awaiting project handover

INTERDEPENDENCIES & IMPACTS

Linked to demolition of the Old library and the moving of the IT equipment located within.
VOIP availability linked with Virgin Media contract
Relocation of Registrars linked to demolition of the Centre on Farnham Road and its re-development as the new leisure centre.

DECISIONS REQUIRED OR RECOMMENDATIONS

Decision	By	Date required
Signed:		
Name:	Fin Garvey	
Date:	3 August 2016	

PROJECT HIGHLIGHT REPORT

Project name: Agresso – Implementation of HR/Payroll (as part of Integrated ERP system)			Project SPONSOR	Roger Parkin	
Wards affected: ALL			Project MANAGER	Martin Vaggers	
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)				7 and 8	
Directorate and Service Name					
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	RED	RED	31 st July 2016
Previous month	RED	RED	RED	RED	30 th June 2016
Reasons for change in status	<p><i>The implementation date has been agreed for the HR/Employee Self Service (ESS)/Manger Self Service but payroll through Agresso is still undergoing reconciliation</i></p> <p><i>Risks register has been created for Phase II of the project. The issues log still needs to be updated</i></p> <p><i>Cabinet signed off the budget for the project on 27th June.</i></p>				
Project start date:	1 st June 2016		Anticipated project end date:	31 st Dec 2016	
Has this highlight report been agreed and authorised by the Project Sponsor?					Yes

Key activities completed / milestones achieved in **this** period:

1. The Agresso milestone 5 upgrade started on 12/13 July
2. Agree staff training methodology – 2 training organisations have been contacted and procurement method has been agreed with the procurement department
3. Project board has agreed a go live date as the first week in December for ESS and MSS
4. A project plan based on agreed go live dates has been developed and agreed
5. A risk identification workshop took place on 4th July. Further review dates have been diarised on a monthly basis

Key activities **scheduled but not completed** and the reasons why not

1. Complete PPR III and commence payroll go live activities (including gateway review)
 - i. Still continuing with reconciliation for a decision to be made on go live
 - ii. Full parallel run will start 1st August 2016

Key activities / milestones scheduled for next period:

1. Review Agresso build with Cambridge Education and Slough Children’s Services Trust
2. Commence document to identify HR access and navigation
3. Produce change requests for alterations to the ESS/MSS build
4. Agree final list of reports with HR and a range of managers
5. Plan a review of forms that managers will use online
6. Agree finance regression testing plan

Detail the tolerances agreed with the project board for reporting.

- Overall Red RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**
- Overall Amber RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**
- Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

- A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **10 or more weeks**.
- An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **5 to 10 weeks**.
- A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 to 4 weeks**

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
User Champion ‘recruitment’	22 nd July 2016	22 nd July 2016	0	GREEN

	12 SBC user champions have put themselves forward along with 18 from Slough Children's Service Trust			
Payroll go live	1 st July 2016	1 st August 2016	5 weeks	AMBER
	Delay due to issues with CHRIS21 and therefore resources focused on issues and diverted from parallel payroll runs			
HR professional go live	31 st October 2016	TBC	TBC	AMBER
	Go live date has not been agreed but all current plans are working towards a target date in October			
Employee and manager self-service go live	5 th December 2016	TBC	1 week	GREEN
	Go live date has now been agreed as the first week in December			

RISKS ARISING THIS PERIOD

Enter the risk description and how the risk the impact to time, cost and quality will be managed by describing the risk assessment.

Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences
- Terminate / Avoid – avoid the risk so that it doesn't happen
- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences

Risk Ref	RAG	Risk Description
54	RED	Lack of specialist knowledge within the organisation related to report writing and payroll reconciliation / error. We will treat/mitigate the risk by either planning in training for existing staff or consider external support from arvato before go live in Dec 2016
9	RED	Lack of ongoing support post go-live due to insufficient capacity, capability, and resilience of the support team. We will treat/mitigate the risk by either planning in training for existing staff or consider external support from arvato before go live in Dec 2016
2	AMBER	Partners not engaged in the implementation process. We will treat/mitigate the risk by ensuring representatives from CE and SCST are invited to key Agresso meetings. This process has started.

ISSUES ARISING THIS PERIOD

Issue Ref	RAG	Issue Description
TBC	AMBER	The data within CHRIS21 (current payroll system) does not reflect the current organisation structure and some data is incorrect. HR staff are currently reviewing the organisation structure and amendments will be applied to Agresso.

TBC	RED	Arvato have been asked to quote for the delivery of ESS, MSS, Payroll & Milestone 5 training. To date a quote has not been forthcoming. Another 2 organisations have been approached to provide a quote but discussions with procurement have identified that a tender process may have to be followed, depending upon the contract value
TBC	RED	Arvato require Agresso payroll support during the first Agresso pay run, early September. Arvato staff are unavailable to offer this support so SBC are looking to source staff externally.

BENEFITS REALISED
BUSINESS OUTCOMES
The implementation of employee and manager self-service will produce tangible savings e.g. no paper payslips, improved management information and control over processes e.g. sickness absence, reduction in the flow of paper e.g. online timesheets for overtime
INTERDEPENDENCIES & IMPACTS
Close links and impact on the digital transformation organisation agenda e.g. implementation of employee and manager self-service

DECISIONS REQUIRED OR RECOMMENDATIONS		
Decision	By	Date required
Signed:		
Name:		
Date:		

PROJECT HIGHLIGHT REPORT

Project name: Vision & Purpose		Project SPONSOR	Tracy Luck		
Wards affected: ALL		Project MANAGER	Dean Tyler		
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)					
Directorate and Service Name					
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	Green	Green	Green	Green	13.07.2016
Previous month	N/A	N/A	N/A	N/A	N/A
Reasons for change in status	N/A				
Project start date:	January 2016		Anticipated project end date:	June 2017	
Has this highlight report been agreed and authorised by the Project Sponsor?					Yes

Key activities completed / milestones achieved in **this** period:

- The last Board considered reports on –
 - A Communications Plan for Transformation
 - Transformation functions - current position and next steps
- The performance reporting proposal was developed and discussed at CMT 13 July including a refresh of the balanced scorecard – intention is to help Cabinet with more succinct and focussed reporting

Key activities **scheduled but not completed** and the reasons why not

- An initial plan for a refresh of the Five Year Plan – timing on hold pending discussions with new Leadership

Key activities / milestones scheduled for **next** period:

- Hold a political priority setting session in July, aim for Cabinet session September/October
- An update of the strategic narrative to reflect vision and direction and next steps for Five Year Plan, Transformation and Operating Model
- A summary of how we embed the operating model – this will also inform some of the next steps for the Communications Plan and key messages for Transformation
- Outcome of governance review and next steps to be shared with key officers
- A mapping exercise for the Council's key plans and strategies so that we have the right policy framework in place
- Meet with Finance to discuss Business Modelling approach and scope work of a potential task and finish group

Detail the tolerances agreed with the project board for reporting.

- ☹️ Overall Red RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**
- 😬 Overall Amber RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**
- 😊 Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

- ☹️ A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **10 or more weeks**.
- 😬 An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **5 to 10 weeks**.
- 😊 A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 to 4 weeks**

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
1. <u>Communications Plan</u> <ul style="list-style-type: none"> • An update of the strategic narrative to reflect vision and direction and next steps for Five Year Plan, Transformation and Operating Model • Transformation key messages ‘headlines and deadlines’ to be agreed for communication 	July 2016 From July 2016			GREEN
2. <u>Five Year Plan</u> <ul style="list-style-type: none"> • Hold a political 				GREEN

<p>priority setting session in July, aim for Cabinet session Sept/October</p> <ul style="list-style-type: none"> Refresh – 2017 	<p>July 2016</p> <p>January 2017</p>			
<p>3. <u>Financial Strategy</u></p> <ul style="list-style-type: none"> Maintaining alignment with 5YP planning Accelerating outcomes based budgeting approach 	<p>TBC</p> <p>TBC</p>			GREEN
<p>4. <u>Operating Model</u></p> <ul style="list-style-type: none"> Endorsement of operating model A summary of how we embed the operating model – this will also inform some of the next steps for the Communications Plan and key messages for Transformation Senior staff structure to be finalised 	<p>Complete</p> <p>July 2016</p> <p>TBC</p>			GREEN
<p>5. <u>Governance review</u></p> <ul style="list-style-type: none"> Outcome of governance review to be shared with key officers Implementation of findings 	<p>July 2016</p> <p>September 2016</p>			GREEN

<p>6. <u>Business Modelling</u></p> <ul style="list-style-type: none"> Meet with Finance to discuss Business Modelling approach and scope work of a potential task and finish group Define the gap at SBC Develop options for closing the gap 	<p>July 2016</p> <p>TBC</p> <p>TBC</p>			GREEN
<p>7. <u>Policies and Performance</u></p> <ul style="list-style-type: none"> A mapping exercise for the Council's key plans and strategies so that we have the right policy framework in place Gap analysis of policies e.g. housing Links with specific work to review HR plans and policies within People and Culture workstream Agree performance function required 	<p>July 2016</p> <p>July 2016</p> <p>TBC</p> <p>TBC</p>			GREEN
<p><u>All 9 components of transformation are implemented</u></p>	<p>June 2017</p>			GREEN

<p>See 1. to 5. above</p> <p>8. Customer (being developed within Customer workstream)</p> <p>See 7. to 9. below being developed within People & Culture workstream</p> <p>9. Values & behaviour</p> <p>10. Culture</p> <p>11. Development programme and succession planning</p>				
	Go live milestone			

RISKS ARISING THIS PERIOD		
Enter the risk description and how the risk the impact to time, cost and quality will be managed by describing the risk assessment.		
Risk Assessment categories:		
<ul style="list-style-type: none"> • Tolerate / Accept – do nothing about it and accept the consequences • Terminate / Avoid – avoid the risk so that it doesn't happen • Treat / Mitigate – influence probability and impact • Transfer – Someone else bears the risk and consequences 		
Risk Ref	RAG	Risk Description

ISSUES ARISING THIS PERIOD		
Issue Ref	RAG	Issue Description
		N/A

BENEFITS REALISED
N/A
BUSINESS OUTCOMES

INTERDEPENDENCIES & IMPACTS
Project plan timescales to be further developed in collaboration with the other workstreams

DECISIONS REQUIRED OR RECOMMENDATIONS		
Decision	By	Date required
Signed:		
Name:	Dean Tyler	
Date:	13.07.2016	

PROJECT HIGHLIGHT REPORT

Project name: People and Culture Strategy		Project SPONSOR	Chris Hefferon		
Wards affected:		Project MANAGER	Stephen Bowen		
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)					
Directorate and Service Name				Chief Executive's – OD/HR	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	Green	Green	Green	Green	July 2016
Previous month	Green	Green	Amber	Green	June 2016
Reasons for change in status	<ul style="list-style-type: none"> HR Policy Manager Role has been re-advertised, interviews taking place Friday 22nd July. Capital Receipt Business case on agenda for next Transformation Board for consideration. 				
Project start date:	April 2016		Anticipated project end date:	April 2019	
Has this highlight report been agreed and authorised by the Project Sponsor?					Yes

Key activities completed / milestones achieved in **this** period:

- Permanent OD/HR Business Partner has been appointed, anticipated start date of end of September.
- Interviews have taken place for the HR assistant role and OD admin assistant posts, really good selection of candidates now confirming appointments. All posts likely to be in post within 4 weeks.
- HR Policy Manager has been re-advertised and shortlisting has taken place, interviews scheduled on 25th July.
- A Capital receipt business case has been drafted to bid for funds to market the Value Slough Project; the business case is on the agenda of the next Transformation Board for consideration.
- All posts within service have now been realigned; new OD/HR leads have been communicated across the organisation.
- Provider for Being Business Savvy programme has been appointed and we are working with the provider on the programme design. The programme will start in September and will be advertised in the training directory.
- The HR portal on SBC Insite will continue to be worked on, with narratives drafted and finalised for missing gaps.
- The initial suite of workforce data has been defined with the intention to collate and publish in August.
- Reviewed online assessments/ online psychometric tests and staff have now been trained on administering tests.
- Work continues on the scoping of the Occupational Health and EAP contracts, discussions are being had with schools who use the contract to ensure they are informed and engaged.

Key activities **scheduled but not completed** and the reasons why not

Key activities / milestones scheduled for next period:

- First workforce suite of information to be collated and presented at CMT and SMT meetings.
- HR assistant and OD Admin assistant both in post
- Appoint HR Policy Manager following interviews
- A new version of the training directory will be published with updated corporate and adult social care programme.
- Continue work on the recruitment process review
- Finalise Value Slough Narrative
- Procure photographer for Value Slough Photos
- Procure video production company for Value Slough Project
- Consistent approach to recruitment to SML posts to be implemented.
- New, consistent approach to Job evaluation process to be implemented.

Detail the tolerances agreed with the project board for reporting.

- ☹ Overall Red RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**
- 😐 Overall Amber RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**
- 😊 Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

- ☹ A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **10 or more weeks**.
- 😐 An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **5 to 10 weeks**.
- 😊 A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 to 4 weeks**

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
Launch Values and Behaviours	29/09/2016			RAG
	<ul style="list-style-type: none"> • Narrative for Values and Behaviours is being drafted and finalised. 			

	<ul style="list-style-type: none"> • Examples of employee photographs have been agreed. • Marketing tools have now been agreed and included in business case for funding. • Communication to all staff to update on progress and next steps. • A bid to Transformation board has been prepared to request funding for Marketing of Values and Behaviours. 			
New OD/HR Structure fully resourced	31/10/2016			RAG
	<ul style="list-style-type: none"> • Permanent OD/HR Business Partner has been appointed, anticipated start date of end of September. • Interviews have taken place for the HR assistant role and OD admin assistant posts, now confirming appointments. Both candidates likely to be in post within 4 weeks. • HR Policy Role has been re-advertised and shortlisting has taken place, interviews scheduled for Friday 22nd July. • Requirements of the Digital People Change Manager need to be agreed with the Digital workstream prior to a JD being drafted and evaluated for recruitment. 			
Implementation of Agresso Phase 2	December 2016			RAG
	<ul style="list-style-type: none"> • A new Agresso Project Manager who specialises in people change has been appointed to ensure effective staff communication and engagement of the implementation. • The implementation plan has now been mapped with a proposed go live date of December 2016. 			
Implementation of new HR Portal	July 2016			RAG
	<ul style="list-style-type: none"> • SBC Insite scheduled to go live end of July 2016. Work continues on the build of the HR Portal element of the site which will be the home of all HR Policies and Procedures. 			

RISKS ARISING THIS PERIOD

Enter the risk description and how the risk the impact to time, cost and quality will be managed by describing the risk assessment.

Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences
- Terminate / Avoid – avoid the risk so that it doesn't happen
- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences

Risk Ref	RAG	Risk Description
RR5	AMBER	There is a risk that we will not be able to appoint a HR Policy Manager following interviews on 25 th July. Accept risk.

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ISSUES ARISING THIS PERIOD		
Issue Ref	RAG	Issue Description
IR2	AMBER	Lack of funding available to pay for marketing of proposed Values and behaviours. Business case prepared for Transformation Board to consider bid for funding.
IR3	AMBER	The recruitment of Director of Children Services combined with a number of employee relation issues has diverted OD/HR senior manager resource and capacity from the People and Culture Project.

BENEFITS REALISED
Too early in programme cycle.

BUSINESS OUTCOMES
<ul style="list-style-type: none"> Strategic management of the Council’s workforce ensuring we obtain the best possible outcomes from our £39m investment Establish a modern, fit-for-purpose, cost-effective, OD&HR function Reduce the number of paper-based transactions by managers and employees Reduce low value added administrative/transactional activities Empower line managers to take on “people” issues proactively

INTERDEPENDENCIES & IMPACTS
<ul style="list-style-type: none"> Transformation Workstreams (Digital, Customer & Vision and Purpose) 5 Year Plan Outcome Based Budgeting Accommodation Strategy Phase 2

DECISIONS REQUIRED OR RECOMMENDATIONS		
Decision	By	Date required
Transformation Board are asked to consider the bid for flexible use of capital receipts to fund the marketing of new Values and Behaviours.	Transformation Board	20/07/2016
Signed:		
Name:	Stephen Bowen	
Date:	14 th July 2016	

PROGRAMME HIGHLIGHT REPORT

Programme name: Digital Transformation			Programme SPONSOR	Roger Parkin	
Wards affected:			Programme MANAGER	Nick Vat	
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)				Outcome 8	
Directorate and Service Name				Corporate	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	Green	Green	Amber	Green	June 2016
<i>Previous month</i>	Amber	Red	Amber	Amber	May 2016
Reasons for change in status	<i>The programme has now been sufficiently well defined to accurately report on progress, budgets, issues and risks. Timelines have been identified. Budgets have not yet been requested. Issues and risks can now be more meaningfully raised.</i>				
Project start date:	April 2015		Anticipated project end date:	April 2020	
Has this highlight report been agreed and authorised by the Project Sponsor?					No
Key achievements thus far					
<ul style="list-style-type: none"> Developed and got buy-in from Members, Senior Officers and arvato to an ambitious top-down and bottom-up digital transformation strategy (vision, guiding principles, critical success factors, building blocks (technical and non-technical), benefit framework and roadmap) which when delivered will make Slough a leading digital city and SBC a leading digital Council. This strategy has not only got support as outlined above, but has received very strong nods of approval from external organisations that have seen it. Raised awareness across middle and senior management of the digital opportunities. In the process of creating the strategy and engaging stakeholders, significantly raised the bar in terms of peoples understanding of the digital opportunities but most significantly, their willingness to accept advancements across the Council – ones that will fundamentally change the things people do and the way they work. Set up six programmes and secured active sponsorship from two (out of six) Senior Officers for two of the programmes. Continue to initiate the programmes as agreed. Defined (in detail) the Customer Programme – one of the four key work streams of the Transformation Programme (and of course the most critical component of the Digital Transformation Programme). Defined (in detail) the Mobile and Flexible Programme – and currently leading development of the detailed business case for the programme (which will be complete at the end of July). Engaged with the procurement department and the contract re-procurement teams for Housing RM&I and Environmental Services to ensure that the digital strategy is embedded in the procurements. This has ensured that we take advantage of the opportunity to implement the digital strategy through our suppliers (they can provide innovative digital 					

solutions) and minimise the risk that our suppliers hamstring our ability to deliver our digital strategy (they will be able to integrate with our future digital solutions). Similar engagement is now happening for other significant activities such as developing the Local Plan.

- Secured the active engagement of Planning, Environmental Services, Housing, Community Services and Registrar Services and set up, project-managed and facilitated several projects which are all in various stages.
- Created the environment which has enabled us to attract genuine interest amongst commercial and academic partners in working with and investing in the digital development of Slough. One of these relationships is about to bear significant fruit for the city, and within a few days we expect another to result in a small investment required to formalise a partnership with Henley Business School's Centre for Intelligent Places. Others will result in partnerships with suppliers that not only supply digital solutions but also invest in the advancement of leading digital solutions in Slough – both helping us to meet our agenda but also to generate new revenue streams.
- Identified innovative solutions to some of the common digital issues still present in all UK local authorities and begun discussion both internally and with providers about developing these solutions in Slough.

Key activities completed / milestones achieved in **this** period:

1. PROGRAMME INITIATION and MANAGEMENT

- Digital vision updated and digital roadmap further refined.
- Benefit tracking schedule created and populated with first draft detailed benefit map (for the Mobile and Flexible programme).
- Programme plan (schedule) refreshed.
- Potential academic partner (Henley Business School) identified.
- Continued to raise awareness of digital opportunities and the digital transformation programme.
- JD for Business Analyst evaluated at level 7.
- Met Cllr. Sharif to learn of his priorities and discuss progress and plans.
- Continued to identify innovative partners with leading solutions and/or ambitions to support the transformation programme.

2. DIGITAL CITY

- Engaged with Planning Policy and agreed to incorporate the Digital Vision and Guiding Principles into the Local Plan.
- Agreed to provide an innovative new telecoms provider (Angie) with relevant publicly available information to enable them to quickly deploy a city-wide Wi-Fi infrastructure and service across Slough.
- Committed to Assisted Living (intelligent care and urban living) research project to be run with Henley Business School.
- Continued discussions with The Business Café (local SME digital capability development).
- (See further details in the attached Digital City update).

3. DIGITALLY SAVVY

- Hosted a Social Media training event for Managers which identified our already significant social media capability and revealed how Managers can use their capability to engage their social networks to raise the profile of Slough.

4. OBSESSED WITH THE CUSTOMER

- Submitted an initial, draft PID to the Transformation Board.
- Submitted a JD for Head of Customer to the Transformation Board.

5. CURIOUS and INNOVATIVE

- Identified two potential CRM solutions.
- Began to explore data warehousing, management and insight options including innovative approaches and research projects with organisations such as Ordnance Survey, CACI (Acorn) and Henley Business School.

6. DIGITAL and EMPOWERING

- Developed an initial customer-centric digital model for SBC and enriched the information provided to the key contract procurement programmes currently under way.
- Identified two potential Customer Account solutions.
- Continued to work with Housing on the RMI contract re-provision, including attended RM&I Bidders day to answer questions about our digital ambitions.
- Continued to work with Environmental Services (running the Customer Services Framework work stream) on their contract re-provision.
- Began to work with Housing Services on the Housing Services transformation.
- Continued to work with Planning on the Digital Planning Project – completed phase 1, customer engagement, finalising strategic plan and waiting for business analyst to be recruited to complete plan. Stuart Hogg has been assigned as project manager and will produce PID.
- Agreed to kick off the Digital Registrar Service Project.
- Continued to work with Library Services on their 'returning in-house' project.

7. MOBILE and FLEXIBLE

- Developed a detailed vision for the programme.

Key activities **scheduled but not completed** and the reasons why not

Key activities / milestones scheduled for **next** period:

1. PROGRAMME INITIATION and MANAGEMENT

- Refresh Communications Plan and begin wider stakeholder engagement programme.
- Recruit Business Analyst and set them to work on the Digital Planning project followed by customer process mapping.
- Start partnership with Henley Business School.

2. DIGITAL CITY

- Become one of the first three UK cities to begin rollout of an innovative new city-wide Wi-Fi network and service.

3. DIGITALLY SAVVY

- Articulate the capability development strategy.

4. OBSESSED WITH THE CUSTOMER

- Complete the Customer PID.

5. CURIOUS and INNOVATIVE

- Do initial assessment of two potential CRM tools.
- Explore opportunities from the use of Acorn (for which we currently hold a license) and begin raising awareness of insight tools.

6. DIGITAL and EMPOWERING

- Do initial assessment of two Customer Account tools.
- Do initial assessment of innovative Information Hub (website) solution.
- Continue to develop PIDs and business cases for projects.

7. MOBILE and FLEXIBLE

- Present first draft of the business case to the Digital Transformation Board on 4th July.

Detail the tolerances agreed with the project board for reporting.

- ☹ Overall Red RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**
- 😐 Overall Amber RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**
- 😊 Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

- ☹ A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **3 months**.
- 😐 An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **2 months**.
- 😊 A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 month**

Milestone	Target Date	Completion Date	Variance (+/- months)	RAG
Laying the foundations for successful transformation	Dec-16			Green
	Principles have been agreed for ensuring customer alignment and			

	developing robust strategic plans.		
Setting up and running the programme	Dec-16		Green
	Critical tasks and tools for programme initiation and management have been carried out or developed.		
Digital City	2020		Green
	The vision, guiding principles and critical success factors have been agreed. Activity will start in due course to engage other stakeholders and develop the roadmap.		
Digitally Savvy	2020		Green
	Raising awareness of digital opportunities is ongoing at Member, Senior Officer and Heads of Service levels		
Obsessed with the Customer	2020		Green
	Completed the Programme Initiation Document.		
Curious and Innovative	2020		Green
	Completed the Programme Initiation Document.		
Digital and Empowering	2020		Green
	Started several service transformation projects and embedded the digital guiding principles into significant contract re-procurement projects.		
Mobile and Flexible	2020		Green
	Completed the vision and produced an early draft of the benefits case.		

RISKS ARISING THIS PERIOD

Enter the risk description and how the impact to time, cost and quality will be managed by describing the risk assessment.

Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences
- Terminate / Avoid – avoid the risk so that it doesn't happen
- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences

Risk Ref	RAG	Risk Description
		N/A

ISSUES ARISING THIS PERIOD

Issue Ref	RAG	Issue Description
IR1		Business analyst capacity to undertake work in both Planning and on Customer segmentation. Paper to be presented to Transformation Board.

BENEFITS REALISED

Too early in programme cycle.

BUSINESS OUTCOMES

- Strategic alignment – meeting statutory obligations and maximising customer outcomes.
- Cost avoidance including minimising waste.
- Maximising revenue from existing income streams.
- Maximising revenue through the creation of new income streams.
- Gaining competitive advantage.
- Enhancing our assets.
- Developing intellectual property.

INTERDEPENDENCIES & IMPACTS

- Transformation Workstreams (Customer/Vision and Purpose/ People & Culture)
- 5 Year Plan
- Outcome Based Budgeting

DECISIONS REQUIRED OR RECOMMENDATIONS

Decision	By	Date required
None.		
Signed:		
Name:	Nick Vat	
Date:	04/07/2016	

PROJECT HIGHLIGHT REPORT

Project name: RM&I Project		Project SPONSOR	Roger Parkin		
Wards affected: ALL		Project MANAGER (Interim)	Kamal Lallian		
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)				Outcome 2	
Directorate and Service Name: Regeneration, Housing & Resources – Neighbourhood Services					
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	31.07.16
Previous month	GREEN	GREEN	AMBER	GREEN	
Reasons for change in status	<i>Clarifications from Programme Office about application of RAG criteria</i>				
Project start date:	January 2015		Anticipated project end date:	November 2017	
Has this highlight report been agreed and authorised by the Project Sponsor?					
					Yes

Key activities completed / milestones achieved in **this** period:

- PQQ applicant submissions closed on 6th July with 12 submissions received
- Intend Training for evaluators held on 8th July
- Competitive Dialogue Workshop, facilitated by Sharpe Pritchard, held on 11th July
- RMI staff briefings for Housing, Neighbourhood Services and Property Services held on 18th July
- Review of ISDS Evaluation Criteria workshop held on 21st July
- PQQ evaluations completed 1st August
- Key milestones revisited and revised accordingly

Key activities **scheduled but not completed** and the reasons why not

- Finalise communications plan, providing clear communications route for residents, internal staff, members and residents panel in conjunction with Kate Pratt and Karen Lewis – communication plan not in final form – final details yet to be agreed. Change of lead for internal communications has resulted in a resident and staff centric approach and detailed content of plan being developed - to be approved.

Key activities / milestones scheduled for **next** period:

- Communications Plan finalised
- Longlist of bidders agreed, debriefs carried out
- ITPD/ISDS published
- First meetings for Dialogue Stage 1 commenced
- Continue with effective project governance

Detail the tolerances agreed with the project board for reporting.

- ☹ Overall Red RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**
- 😐 Overall Amber RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**
- 😊 Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

- ☹ A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **10 or more weeks**.
- 😐 An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **5 to 10 weeks**.
- 😊 A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 to 4 weeks**

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
One <ul style="list-style-type: none"> • Scope and Vehicle testing • Stakeholder engagement • Interserve Extension Variation negotiations 	March 2015	March 2015	0	GREEN
	Milestone One completed on time			
Two <ul style="list-style-type: none"> • Soft Market Testing 	May 2015	May 2015	0	GREEN
	Milestone Two completed on time			
Three <ul style="list-style-type: none"> • Business case finalisation 	June 2015	June 2015	0	GREEN

<ul style="list-style-type: none"> • Interserve extension signed • Technical advisor procurement start 				
	Milestone Three completed on time			
Four <ul style="list-style-type: none"> • Stakeholder engagement • Communication Strategy • ICF Development • Data gathering and analysis • Project team build • IT Interfaces - Interserve extension 	August 2015	August 2015	0	GREEN
	Milestone Four completed on time			
Five <ul style="list-style-type: none"> • Tech advisor appointment • Specification development 	December 2015	March 2016		RED
	Milestone Five completed – red status applied as exceeded target date by more than 10 weeks; work in progress on specifications			
Six <ul style="list-style-type: none"> • Key docs in final draft form: <ul style="list-style-type: none"> - ISDS/CFT - OJEU Notice - Specifications - Descriptive Document - Documented client team structure - Contract - Payment Mechanism - KPI's - Performance Mechanism - Framework agreement and call off contract • Detailed content of s20 agreed • Cultural Change Programme 	End April 2016			GREEN

	Milestone Six – completed on time			
<p>Seven</p> <ul style="list-style-type: none"> All docs listed in Milestone Six – signed off Final cut of pre-procurement data available in Data Room Cultural Change Programme 	May 2016			GREEN
	Milestone Seven – completed on time			
<p>Eight</p> <ul style="list-style-type: none"> OJEU Notice published PQQ published PQQ evaluation period Final date for applicant questions Dialogue preparation Cultural Change Programme 	June 2016			GREEN
	Milestone Eight – complete – OJEU notice placed 2 days after original scheduled date but has had no negative impact on timetable			
<p>Nine</p> <ul style="list-style-type: none"> Final date for applicant submissions PQQ evaluation period Dialogue preparation Cultural Change Programme plan development 	July 2016			GREEN
	Milestone Nine not yet started			
<p>Ten</p> <ul style="list-style-type: none"> Longlist of bidders agreed, debriefs carried out and ITPD/ISDS published First meetings for Dialogue Stage 1 commenced Cultural Change 	August 2016			AMBER

Programme plan				
	Milestone Ten not yet started			
<u>Eleven</u> <ul style="list-style-type: none"> • First, second and third meetings for Dialogue Stage 1 concluded • Cultural Change Programme 	September 2016			AMBER
	Milestone Eleven not yet started			
<u>Twelve</u> <ul style="list-style-type: none"> • Solutions evaluation period • Cultural Change Programme 	October 2016			AMBER
	Milestone Twelve not yet started			
<u>Thirteen</u> <ul style="list-style-type: none"> • Shortlisted bidders announced • First meetings Dialogue Stage 2 commenced • Cultural Change Programme 	November 2016			AMBER
	Milestone Thirteen not yet started			
<u>Fourteen</u> <ul style="list-style-type: none"> • Second meetings Dialogue Stage 2 continued • Cultural Change Programme 	December 2016			AMBER
	Milestone Fourteen not yet started			
<u>Fifteen</u> <ul style="list-style-type: none"> • Third and Fourth meetings Dialogue Stage 2 concluded • CFT • Cultural Change Programme 	January 2017			AMBER
	Milestone Fifteen not yet started			

<p><u>Sixteen</u></p> <ul style="list-style-type: none"> • Final date for bidder questions • Final date for bidder submissions • Solutions evaluation commenced • Cultural Change Programme 	February 2017			AMBER
Milestone Sixteen not yet started				
<p><u>Seventeen</u></p> <ul style="list-style-type: none"> • Solutions evaluation continued • Cultural Change Programme 	March 2017			AMBER
Milestone Seventeen not yet started				
<p><u>Eighteen</u></p> <ul style="list-style-type: none"> • Solutions evaluation concluded • Preferred Bidder identified • Cabinet approval to Award • Standstill Period • S20 consultation commenced • Cultural Change Programme 	April 2017			AMBER
Milestone Eighteen not yet started				
<p><u>Nineteen</u></p> <ul style="list-style-type: none"> • S20 consultation concluded • Contract signature • Cultural Change Programme 	May 2017			AMBER
Milestone Nineteen not yet started				
<p><u>Twenty</u></p> <ul style="list-style-type: none"> • Mobilisation period 	June – Nov 2017			AMBER
Milestone Twenty not yet started				
<p><u>Twenty-One</u></p> <ul style="list-style-type: none"> • Contract Go Live 	December 2017			AMBER

		Milestone Twenty-One not yet started		

RISKS ARISING THIS PERIOD

Enter the risk description and how the risk the impact to time, cost and quality will be managed by describing the risk assessment.

Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences
- Terminate / Avoid – avoid the risk so that it doesn't happen
- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences

Risk Ref	RAG	Risk Description
22		Environmental Services Contract – possible implications for RMI contract due to change in procurement route for contract. Noted that services for Neighbourhood would be commissioned through appropriate vehicle chosen by Environmental Services team.

ISSUES ARISING THIS PERIOD

Issue Ref	RAG	Issue Description
6		<p>Issue raised at RMI Project Board 31.05.16 – Noted the risk to the RMI stock condition survey, unless there is an accurate record of upgrades made to assets through planned maintenance programmes. A request was therefore made for a review of the Stock Condition Project process to ensure it is fit for purpose and no serious detriment that can impact on RMI due to data held by Property Services currently in a format that doesn't fit business needs. RMI Board approved request 31.05.16.</p> <p>Noted that issue remains open as no follow up action has been taken to date to remedy</p> <p>Issue remains open as no feedback received to date from previous escalations</p>

7		<p>Issue raised at RMI Project Board again on 30.06.16 – template form circulated again for Property Services to record asset upgrade information to update the stock condition surveys – Head of Property Services stated he is not willing to complete in this format as he already provides information/data in an alternative format on the X Drive. As the information provided by Property Services is unsuitable for the purposes of RMI and stock condition survey data analysis, all parties agreed that this issue should be escalated for resolution.</p> <p>Issue remains open as no feedback received to date from previous escalations</p>
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BENEFITS REALISED

No benefits to date

BUSINESS OUTCOMES
<ul style="list-style-type: none"> • IT enabled, tenant focussed, cross tenure repairs and maintenance service with investment • Strategic Partnership - active involvement in making decisions about the Council's housing stock • Social Return on Investment
INTERDEPENDENCIES & IMPACTS
<ul style="list-style-type: none"> • Partially dependent on outcome of stock condition survey – the amount of data available at point of OJEU will determine value of contract – the more data available will reduce cost • Dependency on progress of capita project as RMI contractor will be dependent upon solution in place at start of contract • Dependency on concurrent Corporate Facilities procurement and potential TUPE implications

DECISIONS REQUIRED OR RECOMMENDATIONS		
Decision	By	Date required
Recommended that issue regarding the stock condition survey data, and information required for the RMI contract should be escalated and resolved at a more senior level in order to avoid serious detriment to the new contract and enable robust clienting through data analysis not currently available using current methods	CMT	ASAP
Decision outstanding		
Signed:		
Name:		
Date:		

PROJECT HIGHLIGHT REPORT

Project name: Environmental Services Procurement	Project SPONSOR			Roger Parkin	
	Project CLIENT			Nicholas Hannon (Lead Commissioner) until mid-April.	
Wards affected: ALL	Project MANAGER			Paul Bryon.	
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)				Outcome 1 Outcome 3 Outcome 7	
Directorate and Service Name				Resources, Housing and Regeneration Customer Community services	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period					
Previous month					
Reasons for change in status	<i>Procurement now on hold following management instruction. High risk of pending service failure.</i>				
Project start date:	01/02/2016		Anticipated project end date:	01/05/2018	
Has this highlight report been agreed and authorised by the Project Sponsor?					Yes

Key activities completed / milestones achieved in **this** period:

Phase 1 complete for Lots 1, 2 and 3.

Key activities **scheduled but not completed** and the reasons why not

All procurement documents complete but failure to upload contract notice in OJEU due to hold instruction.

Key activities / milestones scheduled for **next** period:

Commencement of Phase 2 for Lots 1, 2 and 3.

Detail the tolerances agreed with the project board for reporting.

- ⊗ Overall Red RAG status will be applied in the event that the project:
- Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**

- ☹ Overall Amber RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**
- 😊 Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

- ☹ A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **10 or more weeks**.
- ☹ An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **5 to 10 weeks**.
- 😊 A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 to 4 weeks**

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
Project Management Team – Task & Finish	29.02.16	19.04.16	34 days	
	Recruitment of Project Manager delayed but now in place.			
Member Engagement Plan	22.03.16	End May	0	
	Plan has commenced and is on schedule for delivery			
Procurement Process	01.07.16			
	OJEU target date. Moderate slippage as reported to CMT. Within 2 week slippage period.			
Phase 1	15.07.16	15.07.16	0	
	Phase 1 completed on time but on hold.			
Phase 2	01.12.17			
	Not commenced and on hold. Awaiting further instructions			

RISKS ARISING THIS PERIOD

Please see separate document for Risk Register.

Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences

- Terminate / Avoid – avoid the risk so that it doesn't happen
- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences

ISSUES ARISING THIS PERIOD

Issue Ref	RAG	Issue Description
		Limited technical capacity causing extensive bottle necking of key document reviews by permanent staff highlighting difficult service resilience factors. Mitigated in period by extended officer working to meet peak workflow demands. Red flagged for reference.
		Limited technical capacity to address data sign off of required appendices highlighting poor service resilience factors. Mitigated by utilisation of additional project support officer. Red flagged for reference.
		Lack of corporate GIS resource causing extensive difficulties generating, collating and verifying required mapping and map data sets. Difficult to unpick as a range of resource and data security issues. Now mitigated through extensive cross departmental working by project management and support. Red flagged for reference.
		Poor corporate programme planning causing key procurement and other work stream resources to be diverted from project due to impact of RMI. Delayed procurement of financial adviser further. Financial adviser still not fully mobilised due to contractual difficulties. Anticipate resolved this week.
		Constrained post OJEU procurement timetable highlighting delay in project mobilisation with little room for slippage.
		Project placed on hold and awaiting further instructions. Background planning continuing to mitigate severe affects of delay for Lot 1. Awaiting instruction regarding Lot 2. CRITICAL

BENEFITS REALISED

This report does not recommend expenditure or commit budgets over and beyond those already adopted. However, subsequent reports which recommend final decisions upon future budgets and changes to their structure and allocation and will commit the council to sums of capital and revenue expenditure potentially over an extended period will be published in line with the various undertakings of the procurement exercise(s). These will be considered in light of the value for money offered through the future service route adopted through the procurement of the respective contractors for their service delivery areas.

BUSINESS OUTCOMES

The Five Year Plan's outcomes the proposal will help to deliver are:

- *Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay*

Ensure that the gateways to the town, prominent places and green spaces are clean and well maintained

- *The Council's income and the value of its assets will be maximised*

Ensure that a revolutionised approach to household waste collection is in place
 Ensure that no household waste will be disposed of in landfill sites

INTERDEPENDENCIES & IMPACTS

It is anticipated that members of staff will need to be available throughout the procurement process impacting on their ability to take AL and deliver work in other areas. The Subject Matter Experts are vital for the composition of some elements of the procurement process – and is present as an ‘owner’ for a significant amount of the workload.

DECISIONS REQUIRED OR RECOMMENDATIONS

Decision	By	Date required
Management instruction critically required for all Lot commencement and/ or further instruction for progress of Lot 2.	SMT	NOW
Signed:	Paul Bryon	
Name:	Paul Bryon	
Date:	01/08/2016	

PROJECT HIGHLIGHT REPORT

Project name: Slough major Transport schemes			Project SPONSOR		Joe Carter
Wards affected: Cippenham Meadows, Chalvey, Central, Upton, Langley Kedermister and Foxborough			Project MANAGER		Savio DeCruz
Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)				Outcome 1 and 3 Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay Define and establish the centre of the town as a destination	
Directorate and Service Name				RHR/Transport and Highways	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period					02/08/2016
<i>Previous month</i>					
Reasons for change in status	<p><i>A355: 4 weeks delay due to new structure found under bridge, road will be still opened in November but not all works complete.</i></p> <p><i>SMaRT: Land at 172 Bath Road still waiting to be transferred to the council on-going rising costs from BT and other major telecoms companies.</i></p> <p><i>Windsor Road: Cost for BT still awaited with delay with land release.</i></p> <p><i>Total estimated cost of the major schemes has risen to £22.7m current budget is £19m.</i></p> <p><i>Negotiation with Thames Water for Slough to take ownership of some water mains alleviating the need to divert potential saving £400K.</i></p>				
Project start date:	Jan 2016		Anticipated project end date:		Autumn 2017
Has this highlight report been agreed and authorised by the Project Sponsor?					Yes/No

Key activities completed / milestones achieved in **this** period:

- SMaRT: Utility diversions still on-going on the A4. footway completed between Upton Court Road and park.
- A355: Hydro-demolition continuing on the bridge and duct crossings now in place ready for traffic signal cables to go in.
- A332 diversions underway

Key activities **scheduled but not completed** and the reasons why not

A355: Switch over from southbound lane to northbound delayed due to bridge structure changes

Key activities / milestones scheduled for **next** period:

- A355: Switch over planned for late August and traffic signals to start going in.
- SMaRT: Utility diversions continuing, main civils works to start on widening the carriageway
- A332: Utility diversions continuing

Detail the tolerances agreed with the project board for reporting.

- ☹ Overall Red RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun by **10 weeks** or more beyond the planned end of the project.
 - Has, or is predicted to have cost overspend of more than **5%**
- 😐 Overall Amber RAG status will be applied in the event that the project:
 - Has, or is predicted to overrun between **5 to 10 weeks** beyond the planned end of the project.
 - Has, or is predicted to have cost overspend between **1 to 5%**
- 😊 Overall Green RAG status will be applied if the project is within the tolerances agreed with the project board

PROJECT MILESTONES

Detail project tolerances for reporting and escalation. Enter values appropriate to the project size and complexity.

- ☹ A Red RAG status will be applied in the event that the milestone has, or is predicted to exceed the target date by **10 or more weeks**.
- 😐 An Amber RAG status will be applied in the event that the milestone has, or is predicted to exceed that target date by **5 to 10 weeks**.
- 😊 A Green RAG status will be applied in the event that the milestone is within target date or predicted to exceed that target date by **1 to 4 weeks**

Milestone	Target Date	Completion Date	Variance (+/- days)	RAG
A355	Mid June	Late August	+4 weeks	RAG
Switch- over	Controflow change to take place late August following further delays to bridge works			
A4	Early June	TBC poss Nov 16	+6months	RAG
Utility diversions	Delayed diversion work due to land transfer at 172 Bath Road.			
A332 Windsor Rd	End of May	End of September	+4 months	RAG
Demolition of properties	BT cost still awaited			

RISKS ARISING THIS PERIOD

Enter the risk description and how the risk the impact to time, cost and quality will be managed by describing the risk assessment.

Risk Assessment categories:

- Tolerate / Accept – do nothing about it and accept the consequences
- Terminate / Avoid – avoid the risk so that it doesn't happen
- Treat / Mitigate – influence probability and impact
- Transfer – Someone else bears the risk and consequences


Risk Ref	RAG	Risk Description
1	☹️	Utility diversion planning between Galvin Road and Tuns causing delays due to number of ducts in the constrained footway. Design changes and negotiations on-going with utility companies.

ISSUES ARISING THIS PERIOD		
Issue Ref	RAG	Issue Description
1	😊	Land transfer at 172 Bath Road, developer has now agreed to land transfer subject to some conditions.
2	😊	Land still awaited at Windsor Road due to demolition of properties.

BENEFITS REALISED

BUSINESS OUTCOMES

INTERDEPENDENCIES & IMPACTS

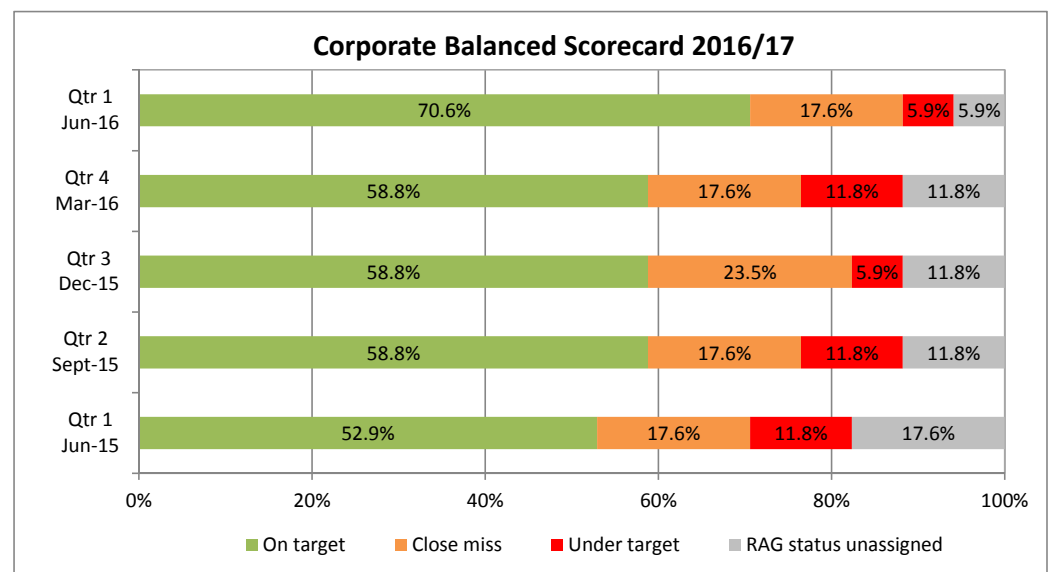
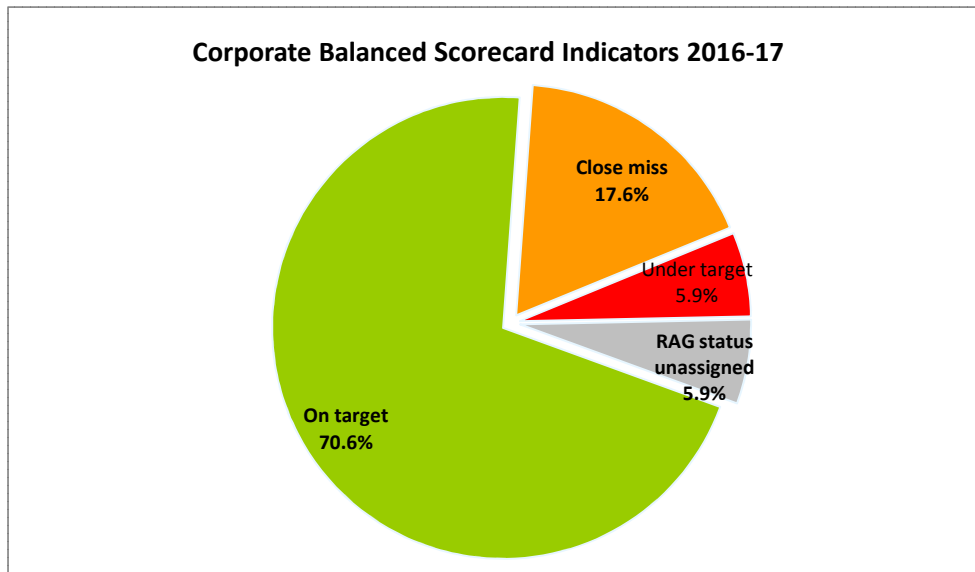
DECISIONS REQUIRED OR RECOMMENDATIONS		
Decision	By	Date required
Signed:		
Name:	Savio DeCruz	
Date:	02/08/2016	

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Appendix D: Slough Borough Council - Corporate Balanced Scorecard
2016-17: to end of quarter 1 - June 2016

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under the 3 themes of "Changing, Retaining and Growing", "Enabling and Preventing" and "Using Resources Wisely".

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



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

Changing, Retaining and Growing								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.1	Business Rates in year collection rate (%)	Aug-16	97.1% [2015/16] 96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	97.00%	April to Jun 2016 28.29%	↑	Green	The end of June figure is slightly below profile to reach the year end target. This is because the business rates bills for SBC have not yet been paid. In previous years they were all paid in the first quarter however this was delayed because Finance were struggling with a gresso and the year end accounts. Had they been paid the collection rate would be 0.4% above the profile which is on track for the end of year target.
1.2	Improve bus punctuality: Non-frequent bus services running on time	Oct-15	89.0% [2014/15] 90.0% [2013/14] 91.0% [2012/13] 83.0% [2011/12]	Increasing	[2014/15] Slough 89.0% SE 83.2% England 82.9%	↓	Green	Data is collated and reported annually by Department for Transport. There was an 8% improvement between 2011/12 and 2012/13, but a 1% reduction in 2013/14 and 2014/15. Local punctuality is above the England value (82.9%) and South East value (83.2%) for 2014/15.
1.3	Increase in the number of dwellings in the borough	Aug-16	[2014/2015] Net completions 507	550 pa	[2015/16] Net completions 789	↑	Green	There has been a significant increase in house building in Slough which is predicted to continue for the next few years.
1.4	Number of affordable homes delivered (PSA 20)	Aug-16	190 [2015/16] 96 [2014/15] 63 [2013/14] 49 [2012/13] 51 [2011/12]	An average of 100 affordable houses will be provided each year through the planning system	Apr-Jun 2016 6 Q1 2016/17 6	↑	Green	Number of new build dwellings is not entirely within the control of the Housing Development Team as some schemes are proactive on SBC land while others are reactive on private developments. Forecast for 16/17 shows 87 affordable homes.
1.5	Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA) and National Insurance credits with the number of people receiving Universal Credit principally for the reason of being unemployed.	Aug-16	Mar 2016 1,355 people Slough 1.4; SE 1.1; GB 1.9. Mar 2015 1,605 people Slough 1.7; SE 1.2; GB 2.0. Mar 2014 2,620 people Slough 2.8; SE 1.8; GB 2.9. Mar 2013 3,845 people Slough 3.7; SE 2.5; GB 3.8.	maintain at low level compared to national value	As at Jun-16: 1,310 people Slough 1.4 SE: 1.0 GB: 1.8	↑	Green	Slough's claimant rate for Jun-16 is inline with June-15 of 1.4, comprising of 1,310 people. Slough's rate is lower (better) than the GB average of 1.8 but higher than the South East average of 1.0. The council and partners are seeking to increase employment opportunities and improve skills to secure a reduction in overall unemployment. Local value is historically better than nationally but remains high for the South East of England. The Council has expanded its work with partners, broadening its range of activities in order to reflect local business and local priorities. Work with Job Centre Plus and Children Centres targeting lone parents, working with local businesses and ASPIRE to deliver career path way programmes, e.g. construction, and skills development workshops targeting specific areas of the labour market, incorporating soft skills. Through 'Aspire for You' the council continues to hold community based Jobs Clubs, careers information, advice and guidance, CV and interview preparation support. The Business Community Start Up project support individuals that wish to develop their business idea and set up in business. Through City Deal (Elevate Slough) the council is focusing its work in supporting the 16 to 24 year olds NEETS into employment.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Enabling and Preventing								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
2.1	Crime rates per 1,000 population: All crime (cumulative from April) (iquanta)	Aug-16	81.92 [rolling yr to Mar-16] 81.92 [2015/16] 74.50 [2014/15] 81.10 [2013/14] 86.80 [2012/13] 100.40 [2011/12]	Monitor (Reducing)	[rolling yr to Jun-16] Slough 81.69 MSG 83.88 England 74.69	↑	Green	The rolling year to date crime as at Jun 2016 has decreased from the previous quarter period by 0.23 from 81.92 to 81.69 – a small decrease but something to build on. Slough crimes are still above the England average; however Slough does remain below the MSG (Most Similar Group) average. One reason for the reduction is that it has been almost a full year since police made changes and improvements to their recording practices – a change that wouldn't be noticeable until almost a year's worth of data had been collated under the new measures. It is anticipated that with better recording of offences the true scale of crime locally and nationally will be showcased. It is no surprise that the MSG and England figures also decreased in Q1 (Apr-Jun) period due to these changes. In an effort to stay on top of crime and be aware of any future or emerging issues the Community Safety Manager has been working to set up the Performance Management Group (PMG) to monitor crime in Slough and support interventions based on threat, harm and risk. Meetings will be held monthly and will feed into the SSP Performance Group.
2.2i	Prevalence of childhood with 'excess weight' at start of primary school (Reception) as measured by the NCMP	Aug-16	19.6% [2014/15] 21.9% [2013/14] 21.9% [2012/13] 22.3% [2011/12]	Closer to the national rate	[2014-15] Slough: 19.6% SE 20.3% England: 21.9% [2408 children measured]	↑	Green	The percentage of children with 'excess weight' at the start of primary school in Slough of 19.6% is above the England average of 21.9% and the South East average of 20.3%. Longer term improvements expected as rates of breastfeeding initiation now above the England and decile average. Change4life Disney campaign and Sugar Swaps programme promoted through early years teams.
2.2ii	Prevalence of childhood with 'excess weight' at end of primary school (Year 6) as measured by the NCMP	Aug-16	38.8% [2014/15] 37.0% [2013/14] 34.8% [2012/13] 35.5% [2011/12]	Closer to the national rate	[2014-15] Slough 38.8% SE 30.1% England 33.2% [1780 children measured]	↓	Red	In 2014/15 the percentage of children with 'excess weight' at the end of primary school in Slough of 38.8% is above the England and South East averages of 33.2% and 30.1%. All primary schools are now using the 10 minute Disney shake up Change4life resources. 3 schools participated in the commissioned Lets Get Going programme and a further two courses have been commissioned for the new term.
2.3	Percentage of pupils achieving a good level of development across the Early Years Foundation Stage.	Aug-16	64.9% [2014/15] 58.0% [2013/14] 49.9% [2012/13]	increasing	[2015/16] <u>Provisional</u> Slough: 69.2% SE & England averages to be released in the autumn	↑	Green	Achievement in the 2015/16 academic year shows that performance in Slough Schools has improved by 4.3% from 64.9% in 2014/15 to 69.2% in 2015/16. England and South East averages to be released later in the autumn term.
2.4	Safeguarding measure (from Corporate Parenting Plan) to be confirmed by outcome 5 group							
2.5	Number of people starting a smoking cessation course (per rate 10,000). Percentage of those who successfully quit smoking.	Aug-16	Cumulative no's 4WK quitters 1005 [Q4 2015/16] 791 [Q3 2015/16] 589 [Q2 2015/16] 198 [Q1 2015/16]	Meet target of 960	Q1-Q4 2015/16 4WKQ 1,010 12 WKQs 779 Q1-3 2015/16 <u>Rate per 10,000</u> Slough 1,815 SE 1,192 England 1,260	↑	Green	Slough is performing above the SE and England average. Data are published for all vulnerable groups. Mothers smoking in pregnancy remain below the SE average.
2.6	Number of adults managing their care and support via a direct payment	Aug-16	236 [Mar-16] 194 [Mar-15]	Increasing	As at Jun-16 [263 clients & carers]	↑	Amber	The number of service users and carers supported through a Direct Payment continues to increase. We have appointed additional brokers with a primary focus on Direct Payments, have implemented a new system using pre-payment cards which will make Direct Payments easier to manage and use, are contracting with Enham Trust to provide a Personal Assistant Matching and Employment Support service, and have issued guidance to staff to support and seek Direct Payments as the default position when providing services. We will be reviewing the performance measure used in the 5 Year Plan report to ensure we use the most appropriate measure to evidence our primary strategy of increasing the number of service users and carers who can control their support through Direct Payments.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Using Resources Wisely								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
3.1	Council Tax in year collection rate (%)	Aug-16	96.5% [2015/16] 96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	97.10%	April to Jun-16 30.91%	↑	Green	The collection rate at the end of June 2016 was 30.91% which is 0.01% above the profiled target to meet the end of year target.
3.2	Proportion of council tax payments by direct debit	Aug-16	55.7% Mar-16 51.9% Mar-15	Increasing	As at Jun-16 55.4%	↓	Amber	As at June 2016 the percentage of accounts paying by direct debit has dropped slightly from 55.7% in Mar-16 to 55.4% in Jun-16. All efforts are being made to increase the percentage paid by direct debit.
3.3	The percentage of household waste sent for reuse, recycling or composting	Aug-16	26.8% [2015-16] 29.1% [2014-15] 29.4% [2013-14] 29.9% [2012-13] 30.7% [2011-12]	Increase to 45% by 2018	26.8% [year to Mar-16]	↓	Amber	The reduction in the recycling rate has become a concern as the Council has reduced the green waste service over winter months and seen an increase in the amount of non-recyclable waste produced. Ongoing reduction in the amount of waste recycled through red bin wheeled kerbside service to be addressed through new collection service as rendered through Waste Strategy 2015-2030. The decline is very gradual. Data is available on a quarterly basis only (some months in arrears), and is subject to stringent validations by Defra and Eurostat before release.
3.4	Percentage of municipal waste sent to landfill	Aug-16	0.8% [2015-16] 6.2% [2014/15] 5.9% [2013-14] 9.9% [2012-13] 6.4% [2011-12]	Reduce to 0.5% by 2020	0.8% [year to Mar-16]	↑	Green	Q1 performance of 0.3% has seen best ever performance with regard to waste to landfill figures. Q4 yielded a result of 0.4%. This has created a 0.8% landfill rate – one of the best in the country and a fantastic result. It will be difficult to improve on this result so priority is to maintain it.
3.5	Proportion of residents signed up for self service	Aug-16	Mar-16: 8.4% 4,510 residents Dec-15: 7% 3,856 residents Sept-15: 5.4% 2,912 residents Jun-15: 0.03% 1,693 residents	Increasing	As at Jul-16 11.2% 5,979 residents	↑	Green	This is a new service which started from April 2015. As at July 2016, 5,979 residents are signed up for self-service equating to 11.18% of households.

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Appendix E: Five Year Plan Outcome updates as at 30/06/2016

5 YEAR PLAN OUTCOME:	Outcome 1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay		OUTCOME LEAD:	Tracy Luck	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	AMBER	GREEN	01/07/2016
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	03/06/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ol style="list-style-type: none"> 1. Establish a business inward investment and retention function. 2. Ensure a fit for business transport infrastructure. 3. Enable partners to support residents to develop skills to meet local employers' needs. 4. Develop planning policies which will deliver more high value business properties to meet modern needs. 5. Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow. 6. Develop a more mutually beneficial relationship with Heathrow Airport. 7. Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<p>1.1 Establish a business inward investment and retention function</p> <ul style="list-style-type: none"> • Meeting with UKTI's new Head of ICT for China and Chinese businesses. • Confirmed 5 businesses taking space in Slough – totalling over 100,000 sq ft (Build a Bear, SUR, Travis Perkins, Zenium, Mycom Osi). • Message from the Chief Executive sent to all local businesses reflecting on the EU Referendum. <p>1.2 Ensure a fit for business transport infrastructure</p> <ul style="list-style-type: none"> • 3 Major schemes now out to OJEU tender (total value £18m). • LED PQQ out to OJEU. • Submitted 8 LEP bids and attended 2 workshops. • MRT support from SEGRO. <p>1.3 Enable partners to support residents to develop skills to meet local employers' needs</p> <ul style="list-style-type: none"> • Adult Learning were inspected by OFSTED between Tuesday 21st and Thursday 23rd June, report to be published within two weeks by when the outcomes can be shared. They recognised the good partnership work enabling skills development of local residents. They also recognised the curriculum met the needs of local employers and was well informed by local labour market intelligence. <p>1.4 Develop planning policies which will deliver more high value business properties to meet modern needs</p> <ul style="list-style-type: none"> • Carried out public consultation exercise on all of the sites, including new employment sites, which were submitted in response to the "Call for Sites". • Published for consultation an Economic Development Needs Assessment which identifies how much additional land we may need for business uses over the next 20 years. <p>1.5 Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Link to Heathrow</p> <ul style="list-style-type: none"> • Support provided for revised business case for WRLtH (consultation due in Autumn). • Burnham Station proposals ready for member approval. <p>1.6 Develop a more mutually beneficial relationship with Heathrow Airport</p> <ul style="list-style-type: none"> • The sharing of documentation related to environmental strategies, waste management, energy, 					

Appendix E: Five Year Plan Outcome updates as at 30/06/2016

carbon and air quality. There is a view to potentially merging some of these strategies to support a vision of enhanced environmental protection and conservation in the region.

1.7 Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained

- A five phase collaboration for the design, build and management of an Energy from Waste Facility, Materials Recycling Facility and resources facility has begun and Slough Borough Council have completed their aspect of phase 1 which is to identify and outline their primary objective.
- A deep clean of the High Street has been undertaken and it has had some significant results which have been promoted and advertised to members.
- The new cleaning specifications have been compiled and are heavily focussed on improved and enhanced standard in the borough gateways, transport hubs and the central business district. This will have a significant enhanced standard of cleaning in the key areas for business around the borough. The migration to focusing on primary and secondary transport routes will also assist in providing clear and clean passage throughout the borough for all businesses.

Key activities / milestones *scheduled* for *next* period:

1.1 Establish a business inward investment and retention function

- Meeting with ATEN (Chinese owned business) along with UKTI.
- Conducting internal meetings to discuss a joined up approach to SBC presence at the Heathrow Business Summit.

1.2 Ensure a fit for business transport infrastructure

- Commission business cases for SWiFT and Stoke Road Regeneration.

1.3 Enable partners to support residents to develop skills to meet local employers' needs

- Nothing to report.

1.4 Develop planning policies which will deliver more high value business properties to meet modern needs

- Hold a Member Workshop which will seek to agree a new "Vision" for Slough which will take account of the need for further economic development.

1.5 Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Link to Heathrow

- Revised Business case due from Network Rail.
- Potential Experimental Order for Burnham in end of July.

1.6 Develop a more mutually beneficial relationship with Heathrow Airport

- Conducting internal meetings to discuss a joined up approach to SBC presence at the Heathrow Business Summit.

1.7 Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained

- The new cleaning specifications have been compiled and are heavily focussed on improved and enhanced standard in the borough gateways, transport hubs and the central business district. This will have a significant enhanced standard of cleaning in the key areas for business around the borough. The migration to focusing on primary and secondary transport routes will also assist in providing clear and clean passage throughout the borough for all businesses.

Key issues of risk / obstacles to progress:

(the main headings from the more detailed Risk Register for this 5YP outcome)

Red / Amber / Green

Appendix E: Five Year Plan Outcome updates as at 30/06/2016

5 YEAR PLAN OUTCOME 2: There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough		OUTCOME LEAD		Neil Aves	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	No 5YP update received				
<i>Previous month</i>	GREEN	AMBER	AMBER	AMBER	31/05/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key actions					
<ul style="list-style-type: none"> ▪ Higher quality private <u>rented</u> sector housing will be a valued housing option and will reduce long term health problems. ▪ Make best use of existing <u>public sector</u> housing stock to meet housing need. ▪ Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need. ▪ Make better use of land including <u>and existing housing within the borough including</u> using opportunities for new high quality, family and high density residential developments. ▪ Prevent homelessness where possible through early intervention and using a range of housing options. ▪ <u>The Council will actively promotes new garden suburb in an area to the north of Slough.</u> 					
Key activities completed / milestones <i>achieved</i> in this period:					
▪					
Key activities / milestones <i>scheduled</i> for next period:					
▪					
Key issues of risk / obstacles to progress:					
(the main headings from the more detailed Risk Register for this project)				Red / Amber / Green	

Appendix E: Five Year Plan Outcome updates as at 30/06/2016

5 YEAR PLAN OUTCOME:	Outcome 3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities		OUTCOME LEAD:	Joe Carter	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	AMBER	AMBER	GREEN	01/07/2016
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	01/05/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Create a VISION for the Centre of the Town. • Define and establish the Centre of the Town as a destination. • Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space. • Understand through consultation and intelligence, the current and future needs and expectations of the High Street. • Cultivate a vibrant town centre. • Expand the evening economy. • Deliver a One Public Estate Strategy. • Ensure the Curve continues to be operationally successful. • Make 'Slough the place of innovation'. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Secured funding for public toilets in the town centre. • Windsor Rd development approved by planning. • Bids submitted for Smart City and International Innovation and Technology Centre. • Town centre visitor satisfaction survey – 206 survey completed as of 29/6/16. Deadline 30/6/16. • Surveyed residents at Crime Reduction and Environment Day 18/6/16. • Ongoing marketing and promotion of town centre activities through Facebook community page and Twitter account. • Marketing and promotion of town centre activities – Update given at Slough Chamber Council meeting 9/6/16 and networked at the First Tuesday Club at the Green Park Conference Centre. • Working with partner organisations to design a summer events programme including street markets. • Developing an African themed market with Africa@ Pop Up company. • Developing effective ways of working with internal teams – The Curve, Food & Safety, Asset and Neighbourhood Environment Services. • Exploring a possible community toilet scheme in the centre of Slough. • Second edition of Slough Means Business News Digest published. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Work with Criterion Capital to develop the Town Centre Partnership. • Work with partner organisations to deliver a summer events programme. • Participate to The Curve Group to help deliver the opening events and activities. • Design a training workshop for town centre food businesses to explore evening economy in Slough town Centre to meet the needs of businesses/residents. • Organise a Meet Your Town Centre Manager lunchtime information session to agree communication protocols for town centre manager and town centre stakeholders – internal teams (environment, waste management, highways & transport, parking, neighbourhood services etc.). • Town centre visitor satisfaction survey – findings and analysis published. • Town Centre Partnership meeting planned for 28 July 2016. • Third edition of Slough Means Business News Digest published. 					
Key issues of risk / obstacles to progress:					
(the main headings from the more detailed Risk Register for this 5YP outcome)				Red / Amber / Green	
Resource allocation				AMBER	
Budget identification				AMBER	

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5 YEAR PLAN: OUTCOME 4 Slough will be one of the safest places in the Thames Valley			OUTCOME LEAD	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	AMBER	AMBER/GREEN	AMBER/GREEN	08/07/2016
<i>Previous month</i>	GREEN	AMBER	AMBER/GREEN	AMBER/GREEN	01/06/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<p>Lead, influence, and agree with partners delivery of key actions/activities and milestones to focus SBC resources upon supporting the identified priorities and emerging issues of concern for Slough. To keep in mind the interdependencies of SAFE with other 5YP outcomes</p> <p>Key deliverables will be the those arising from the:</p> <ul style="list-style-type: none"> • Safer Slough Partnership priorities based upon the SSP Risk Matrix. • ASB Implementation Outcomes. • Community Cohesion Strategy. • Preventing Violent Extremism Action Plan. <p>Governance and reporting to where possible reflect existing partnership mechanisms e.g. SSP.</p>					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • New CSE leaflets and business cards distributed to all licensed premises through Pub Watch, and all taxi and private hire drivers. • Joint taxi operation with RBWM, Police and VOSA conducted on 13th June. In total 31 vehicles checked. • WRAP training programme recommenced – mandatory for front line staff. 30 staff trained in 2 sessions. • Community Cohesion messages sent out (Jo Cox Vigil, Orlando shootings, Somme commemorations etc.). • Women’s Forum Newsletter and future event planning. • Prevent & Channel information now on external SBC website. • Completed a review of crime in Parks and open spaces in Slough. • Produced a Slough Myths & Fact sheet on crime 2015/16 for the Youth Parliament. • Held a SSP meeting and agreed the priorities. • Thames Valley Police and Crime Panel agreed to hold an event on Cyber-crime in the autumn. • HBV article for communications to publish for HBV Memorial Day on 14th July. • Start of joint development with Family Information Services (Part of the Children’s Trust) with a view to develop joint website advice to Slough services users. • CCTV - 151 incidents dealt with, 76 ASB calls received, 34 Arrests made with the assistance of CCTV and 70 DVD Evidence Packs created for Thames Valley Police. • 7 Burglary incidents reported to CCTV and assistance given to TVP. • 2 x MiniCam redeployables gone live in the Borough assisting TVP & Slough Borough Council. 					
Key activities / milestones <i>scheduled</i> for next period:					

Appendix E: Five Year Plan Outcome updates as at 30/06/2016

- Members of the CSE Splinter group with TVP to commence new program of visiting premises and distributing new CSE leaflets and business cards.
- Organising safeguarding training for all drivers and operators to cover all forms of safeguarding including CSE.
- 2 WRAP sessions scheduled for July.
- Personal Safety session with local women’s groups planned. Date TBC.
- Prevent Contact Officer (national launch) taking place on 13th July in partnership with TVP & SECTU.
- Commissioned to produce a report on FGM in Slough for the LSCB sub group.
- Compile an ASB report on Mary Morgan Court for Housing.
- The new CSE coordinator starts.
- Attending the final Alcohol Pathway project meeting.
- Planning with Inspiring Families facilitators to take assessed victims and perpetrators from the programme and refer on to the CMHT Family Therapy project to track outcomes and continued risk assessment.
- Community Safety DA role to input into the quality of the Adult Social Care’s domestic abuse training that will be published on learning pool.
- Introduction of HD CCTV in The Curve, now all operational with fantastic image quality. 5 intruders were arrested when discovered using CCTV in the grounds and having entered the Curve building.
- Britwell (Pentland Road) site making progress to clear contaminated land. Baylis Park awaiting agreement to lay our own CCTV power circuits as those in place are too old.
- Britwell Lattice Mast project making progress with legal agreement for site.

Key issues of risk / obstacles to progress:

(the main headings from the more detailed Risk Register for this project)	Red / Amber / Green
Permanent CS Partnership manager in post.	Green
Procurement of DA services to cover transition with contract arrangements and new provision from April 2016. Contract in place from 1st April 2016 with DASH.	Green
Vacancies in Neighbourhood Services and capacity to deliver.	Amber
Staff attendance at WRAP training session; need to maintain momentum.	Amber
Prevent Co-ordinator in place 1 st September.	Green
CSE Co-ordinator post in place and based in Slough Children’s Trust.	Green

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5 YEAR PLAN OUTCOME:	No 5: Children and young people in Slough will be healthy, resilient and have positive life chances		OUTCOME LEAD:	Krutika Pau	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period					06/07/2016
<i>Previous month</i>					05/04/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Enable children and young people to lead emotionally and physically healthy lives. • Enable children to live safe, independent & responsible lives. • Enable children and young people to enjoy life & learning, to feel confident about futures and aspire to achieve full potential. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Key stage 3 RONI (Risk of NEET Indicator) data produced, analysed and shared with schools as part of our earlier identification and prevention work. • 'Why do I bother' pilot delivered with Langley Academy – building aspirations for those at risk of becoming NEET. • Sexual health, alcohol and drug awareness work being delivered in partnership with Turning Point • Slough Youth Awards launched. • Launch of parent guide for mental health YouTube vimeos and twitter feeds to challenge the stigma of mental health. • Smile month completed – as reported in Grapevine. • Additional programmes commissioned for Let's Get Going the physical activity and healthy eating programme for schools. • Junior Get Active Programme currently running – 12 sessions a week targeted at 5-13 year olds. • Get Active Programme currently running – 30 sessions a week targeting 14+ age group. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Planning to deliver a joint programme for young care leavers. • Planning to commission an oral health programme including a dental health survey of three year olds. • Planning life skills programme for LAC / Leaving Care Young people jointly with SCST. • Discussions with Children's Trust re involving LAC / LC young people in sport & physical activity. • Pilot with Slough Schools Sports Network re targeting academic years 6, 7 & 8 – weight management programme which includes physical activity, healthy eating & nutrition. • Skills sharing intergenerational work. 					
Key issues of risk / obstacles to progress:					
(the main headings from the more detailed Risk Register for this 5YP outcome)					Red / Amber / Green

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5 YEAR PLAN OUTCOME:	6. More people will take responsibility and manage their own health, care and support needs		OUTCOME LEAD:	Alan Sinclair	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	AMBER	AMBER	AMBER	AMBER	06/07/2016
<i>Previous month</i>	AMBER	AMBER	AMBER	AMBER	03/05/2016
Project start date:	May 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Increase adult participation (16+) in sports and activities. • Increase the number of vulnerable adults who benefit from a preventative approach/service. • Increase the number of people benefiting from reablement/intermediate care services. • More vulnerable adults supported at home. • Increase the number of people supported by the voluntary and community sector to live independently at home. • Increase the number of people managing their care and support needs via a direct payment. • Reducing the demand on health and social care services. • Reducing the average spend per person in receipt of support from the council. • Increasing the percentage of adult social care users who have as much social contact as they would like. • Increase the percentage of stated outcomes achieved as part of safeguarding. • Increase the proportion of people who feel 'safe' as a result of the safeguarding procedure. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • National Diabetes Prevention Programme under the banner of Healthier You commenced. • Multiagency workshop run to test the Berkshire pandemic flu plan. • Planning and testing of major incident plan. • Smoking cessation target met. • Health checks results for 2015-16 improved in last quarter. • SEND needs assessment prepared. • Work on Learning Disability (LD) internal services options. • Start of new Advocacy in Slough service. • Delivery of 15/16 savings and preparation for 16/17 savings. • Better Care Fund (BCF) plan for 16/17 approved. • Learning Disability Transforming Care plan approved by NHS England. • Development of Frimley Sustainability and transformation plan (STP). Latest plan submitted 30th June. • ASC budget and performance workshop held. • Carers week 6-12th June. • Sport and physical activity commissioning workshop. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Integrated cardiac prevention service specification to be tendered. • Savings plans in place for ASC and being monitored for 16/17. • Work on systems and digital options for delivery of Care Act social care reforms. • LD provider service changes completed. • LD day services options being developed. Report to cabinet July. • ASC redesign and consultation. • Prevention plan development. • ASC workforce strategy development. • BCF plan 16/17 NHS England assurance and pooled budget agreed. 					

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<ul style="list-style-type: none"> • Drug and Alcohol Action services redesign and options for new accommodation. • Sustainability and transformation plan (STP) actions agreed. 	
Key issues of risk / obstacles to progress:	
<small>(the main headings from the more detailed Risk Register for this 5YP outcome)</small>	Red / Amber / Green
1. Timescale for delivery of all actions not achieved. Monitoring of delivery of actions through outcome 6 steering group and ASC programme board – and corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber
2. Ability to deliver the revenue savings. Monitoring through ASC DMT and corrective action or escalation taken.	Amber
3. Impact on key performance targets. Monitoring through ASC DMT and corrective action or escalation taken.	Amber
4. Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support. Development of a new prevention strategy and return on investment key part of this strategy.	Amber
5. More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding. Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber
6. Management of lots of change at same time – capacity and change fatigue. Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber
7. Management information and data. New PID and performance framework being developed - Monitoring of this via ASC DMT and ASC Programme board – corrective actions taken or escalation of risk/issues to transformation board/CMT.	Amber

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5 YEAR PLAN OUTCOME: 7 – Maximising our use of assets and income			OUTCOME LEAD	Joseph Holmes	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	AMBER	GREEN	01/07/2016
Previous month	GREEN	GREEN	AMBER	GREEN	20/05/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<ul style="list-style-type: none"> • Increase the collection rates of Council Tax and Business Rates. • Maximise the use of its capital resources to increase revenue savings & make the capital strategy affordable. • Remove subsidies where appropriate and revenue from fees and charges will be maximised. • Maximise income from investment properties. • Use new approaches to revenue and asset maximisation through the Subsidiary Housing Company (SHC) and Slough Urban Renewal (SUR). • Rationalise the operational property estate, through disposals and shared use. • Maximise savings from procurement, commissioning and contract management. • Ensure a revolutionised approach to household waste collection is in place. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<ul style="list-style-type: none"> • Local Authority Property Purchase launched in June 2016. • Council Tax Collection outturn at 96.5% (target 96.6%). • Business Rates draft collection outturn at 97.1% (target 96.7%). • First sales on the Milestone development at Ledgers Road. • Further strategic asset purchases proposed for regeneration and investment returns purposes. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Receipt of the first applications to the LAPP scheme. • First asset sales in 2016-17. • Environmental Services contract have OJEU notice launched with specific strategic priority to reduce costs. 					
Key issues of risk / obstacles to progress:					
(the main headings from the more detailed Risk Register for this project)				Red / Amber / Green	
Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend.					A
Maximising savings from procurement / commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value.					A
Ensuring sufficient support to administer the LAPP scheme – demand is unknown at present (Risk mitigated in part by limiting the scheme to 10 to begin with).					A

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5 YEAR PLAN OUTCOME:	No 8: The council will be a leading digital transformation organisation		OUTCOME LEAD:	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	AMBER	GREEN	01/07/2016
<i>Previous month</i>	AMBER	RED	AMBER	AMBER	01/06/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
Key outcome plan deliverables:					
<p>Develop and deliver a programme of activity to support the council's overall transformation programme including:</p> <ul style="list-style-type: none"> • Using our data to improve our understanding of our customers and residents. • Helping customers to access services and information digitally. • Communicating with our customers, residents and staff using digital technology and social media. • Making our processes more efficient. • Ensuring we have the right technology to facilitate our ambitions. • Ensuring our staff can work effectively anywhere. • Providing our staff with the skills to respond to digital changes. • Sparking innovation with the aim of becoming a smart city. 					
Key activities completed / milestones <i>achieved</i> in this period:					
<p>1. PROGRAMME INITIATION and MANAGEMENT</p> <ul style="list-style-type: none"> • Digital vision updated and digital roadmap further refined. • Benefit tracking schedule created and populated with first draft detailed benefit map (for the Mobile and Flexible programme). • Programme plan (schedule) refreshed. • Potential academic partner (Henley Business School) identified. • Continued to raise awareness of digital opportunities and the digital transformation programme. • JD for Business Analyst evaluated at level 7. • Met Cllr. Sharif to learn of his priorities and discuss progress and plans. • Continued to identify innovative partners with leading solutions and/or ambitions to support the transformation programme. <p>2. DIGITAL CITY</p> <ul style="list-style-type: none"> • Engaged with Planning Policy and agreed to incorporate the Digital Vision and Guiding Principles into the Local Plan. • Agreed to provide an innovative new telecoms provider (Angie) with relevant publicly available information to enable them to quickly deploy a city-wide Wi-Fi infrastructure and service across Slough. • Committed to Assisted Living (intelligent care and urban living) research project to be run with Henley Business School. • Continued discussions with The Business Café (local SME digital capability development). • (See further details in the attached Digital City update). <p>3. DIGITALLY SAVVY</p> <ul style="list-style-type: none"> • Hosted a Social Media training event for Managers which identified our already significant social media capability and revealed how Managers can use their capability to engage their social 					

Appendix E: Five Year Plan Outcome updates as at 30/06/2016

networks to raise the profile of Slough.

4. OBSESSED WITH THE CUSTOMER

- Submitted an initial, draft PID to the Transformation Board.
- Submitted a JD for Head of Customer to the Transformation Board.

5. CURIOUS and INNOVATIVE

- Identified two potential CRM solutions.
- Began to explore data warehousing, management and insight options including innovative approaches and research projects with organisations such as Ordnance Survey, CACI (Acorn) and Henley Business School.

6. DIGITAL and EMPOWERING

- Developed an initial customer-centric digital model for SBC and enriched the information provided to the key contract procurement programmes currently under way.
- Identified two potential Customer Account solutions.
- Continued to work with Housing on the RMI contract re-provision, including attended RM&I Bidders day to answer questions about our digital ambitions.
- Continued to work with Environmental Services (running the Customer Services Framework work stream) on their contract re-provision.
- Began to work with Housing Services on the Housing Services transformation.
- Continued to work with Planning on the Digital Planning Project – completed phase 1, customer engagement, finalising strategic plan and waiting for business analyst to be recruited to complete plan. Stuart Hogg has been assigned as project manager and will produce PID.
- Agreed to kick off the Digital Registrar Service Project.
- Continued to work with Library Services on their 'returning in-house' project.

7. MOBILE and FLEXIBLE

- Developed a detailed vision for the programme.

Key activities / milestones **scheduled** for **next** period:

1. PROGRAMME INITIATION and MANAGEMENT

- Refresh Communications Plan and begin wider stakeholder engagement programme.
- Recruit Business Analyst and set them to work on the Digital Planning project followed by customer process mapping.
- Start partnership with Henley Business School.

2. DIGITAL CITY

- Become one of the first three UK cities to begin rollout of an innovative new city-wide Wi-Fi network and service.

3. DIGITALLY SAVVY

- Articulate the capability development strategy.

4. OBSESSED WITH THE CUSTOMER

- Complete the Customer PID.

Appendix E: Five Year Plan Outcome updates as at 30/06/2016

5. CURIOUS and INNOVATIVE

- Do initial assessment of two potential CRM tools.
- Explore opportunities from the use of Acorn (for which we currently hold a license) and begin raising awareness of insight tools.

6. DIGITAL and EMPOWERING

- Do initial assessment of two Customer Account tools.
- Do initial assessment of innovative Information Hub (website) solution.
- Continue to develop PIDs and business cases for projects.

7. MOBILE and FLEXIBLE

- Present first draft of the business case to the Digital Transformation Board on 4th July.

Key issues of risk / obstacles to progress:

(the main headings from the more detailed Risk Register for this 5YP outcome)

Red / Amber / Green

- Capital investment requirements higher than present budget allocation
- Lack of in house capacity to deliver transformation

Red

Amber

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SLOUGH BOROUGH COUNCIL**REPORT TO:** Overview and Scrutiny Committee**DATE:** 15th September 2016

CONTACT OFFICER: Catherine Meek
 Head of Democratic Services and Returning Officer
(For all enquiries) 01753 875011

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

ELECTORAL CYCLE**1. Purpose of Report**

To advise the Committee of the processes involved in changing the Council's electoral cycle from election by thirds to whole council elections every four years.

2. Recommendations

The Committee is requested to consider the report and recommend what further action it wishes to take.

3. Legal, Financial and Other Implications

Legal – The Council's power to change its electoral cycle is set out in Sections 31 to 36 and 53 of the Local Government and Public Involvement in Health Act 2007, as amended in Schedule 2 of the Localism Act 2011. That Act also enables the Council to make an order to change the electoral cycle of Parish and Town Councils. If the Council so resolves, it will be unable to change the scheme again for at least five years.

Human Resources – A change to whole Council elections would have no staffing implications. The introduction of Individual Elector Registration (IER) has seen the volume of work handled by the section increase substantially. The maintenance of expertise within the unit is crucial to ensuring it is able to continue to provide a reliable and efficient service within this regulated field of activity. Staffing is kept under review to ensure the section can respond flexibly to changing demands.

Financial – A move to whole council elections would lead to a financial saving for the Council in the three years where there was no Borough election. A saving of up to £100k could be realised over the four year period. This is a high level estimate and subject to change especially if the Electoral Commission, Home Office or the Election Claims Unit issue revised guidance on the accounting arrangements for elections in the future.

4. Supporting Information**Current position**

- 4.1 At present the Council operates a system of election by thirds. Each member serves a term of four years, producing a four yearly cycle of elections, allowing for

Borough Council elections to be held in three of four years. Ward Boundary changes took place for the 2014 Borough Elections leading to the whole Council being elected that year. A move to whole Council elections would mean that Borough elections would be held once every four years, rather than in three out of every four years.

- 4.2 Under current legislation the Council can resolve to make a change to its electoral cycle, subject to certain conditions. The 2011 Localism Act has given the Council increased flexibility in deciding when to make the change and now allows the Council to select the year to transfer to “whole Council” elections.

Process of Change

- 4.3 If the Council wishes to move from thirds to whole Council elections, it must:
- Consult on the proposed change
 - Convene a special meeting of the Council
 - Pass a council resolution to change - two thirds of members voting need to be in favour of the change
 - Publish an explanatory document on the decision and make this available for public inspection; and
 - Give notice to the Electoral Commission.

Parish Councils

- 4.4 A move to four yearly elections would affect Parish Councils. There are three Parish Councils in Slough and parish elections are held every four years. Parish elections are generally combined with the Borough Election in that year. The next scheduled Parish Council elections for the three Parish Councils in Slough are 2019.
- 4.5 If the Council resolved to move to whole Council elections any ordinary Parish election that fell in the years when there were no Borough elections would have to meet the whole cost of their elections in the same way they would at a by-election.
- 4.6 The Act does enable the Borough Council to make an Order to alter the years of the ordinary elections of Parishes so that they coincide with the date of whole Borough Council elections. The Order can make transitional provision for the retirement of parish councillors at different times than would have otherwise applied during that transitional period. The Parish Councils would be consulted as part of the consultation process.

Programme of Forthcoming Elections

- 4.7 The current electoral cycle is as follows:

UK Parliamentary – every 5 years

Police and Crime Commissioner – every 4 years

European parliamentary – every 5 years

Slough Borough – every 3 out of 4 years

Britwell, Colnbrook with Poyle and Wexham Court Parishes – every 4 years

In addition the Localism Act allows for local referenda to be held and such events as a Government Referendum, as was the case earlier this year and 2011.

In terms of calendar years the current cycle is as follows:

2017	No Elections (Fallow)
2018	Borough Elections by thirds
2019	Borough Election by thirds Parish Council Elections <i>European Parliamentary Election</i>
2020	Borough Elections by thirds UK Parliamentary Election Police and Crime Commissioner
2021	No elections (Fallow)
2022	Borough Elections by thirds
2023	Borough Elections by thirds Parish Council Elections

Timing

- 4.8 The Council can determine when to introduce whole council elections. The impact on sitting Councillors would be dependant on the date agreed for any new scheme. For example if whole council elections were to be introduced in 2018 councillors elected in 2015 and 2016 would only serve three and two years respectively out of the four that they stood for.

Advantages of whole Council elections and of election by thirds

- 4.9 Advantages of moving to whole Council elections include:

- The Council has a clear mandate for four years, allowing it to adopt a more strategic, long term approach to policy and decision making – and spend less time and effort on yearly election campaigning
- Avoids election ‘fatigue’ and the results are simpler and more easily understood by the electorate. There would be a clear opportunity for the electorate to change the political composition of the Council once every four years, - greater publicity of whole council elections may generate higher turnout
- The Electoral Commission suggests that electorates associate more clearly with whole Council elections
- Cheaper for the Council and political parties as well as less disruptive to public buildings used as polling stations.

- 4.10 Advantages of elections by thirds include:

- Avoids potentially electing a complete change of Councillors with no experience and allows continuity of councillors; avoids disruption to on-going policies.
- More likely to be influenced by local rather than national politics, and this national influence will increase given the trend toward Parliamentary elections being held on the same day as local elections.

- Encourages people into the habit of voting, and voting for one person is well understood by voters. Voting for two or three councillors under whole council elections could cause confusion.
- Allows judgement of a Council annually rather than every four years and allows the electorate to react sooner to local circumstances, thereby providing more immediate political accountability.
- Smaller parties may find it harder to resource the “whole Council” elections process. It may be harder for independent candidates standing on a matter of strong local interest to get elected without an annual poll.

Nature of Consultation

4.11 The Act does not specify the form of consultation required; only that the Council determine that it is reasonable. Good practice guidance on consultation exercises suggests that a 12 week consultation period would be appropriate. The method of consultation could take the following form:-

- Website – information about the process on the website with the ability for members of the public to complete an online survey
- Press release
- Consultation with Elected Members, local Members of Parliament, Parish Councils, Tenants and Resident Groups, stakeholders and the public.

The responses would then be collated and made available to members prior to an Extraordinary Meeting of the Council.

Financial Implications

4.12 Currently Slough funds an election in all voting areas within the Borough in three out of every four years (Other than Foxborough and Colnbook with Poyle).. If Borough elections are combined with a national election (General, European, PCC etc) the cost of an election is shared. A move to whole council elections would lead to a financial saving for the Council in the three years where there was no Borough election. A saving of up to £100k could be realised over the four year period. Savings estimates assume that parliamentary, European and PCC Elections would be held on the same day. If not any saving would be reduced.

By Elections

4.13 By-elections are more likely to occur under a system of whole-Council elections. If a Councillor resigns or dies within six months of planned local elections, the election for that seat can be held at the same time as the annual cycle of elections in May, rather than separately as a by-election. Therefore elections held three out of four years minimises the number of by-elections whereas elections every four years could increase the number of by-elections. Funding (£10k) would need to be set aside each year to fund a possible by election.

5 Background Papers

None

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 15th September 2016

CONTACT OFFICER: Roger Parkin, Strategic Director, Customer & Community Services

(For all Enquiries) (01753) 875275

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

PROCUREMENT OF ENVIRONMENTAL SERVICES**1. Purpose of Report**

This report advises members of progress made and consideration to either confirm the decision made on 14 March 2016 by Cabinet to commence procurement of a contract for delivery of Environmental Services or to confirm and instruct officers to commence arrangements for the delivery of Environmental Services and Highways in - house;

Overview & Scrutiny Committee are requested to review, comment and feedback on the information provided in Appendices A and B. They are requested to give due consideration to any additional information that might need to be considered by Cabinet not currently encapsulated within these reports that may be of an influential nature in terms decision making.

This report advises members on the timeline for delivery and resource implications on the respective insourcing and outsourcing proposals.

2. Recommendation

The Overview and Scrutiny Committee is requested to take note and comment on the proposed and preferred contract vehicles and services scopes.

Overview & Scrutiny Committee are requested to review, comment and feedback on the information provided in Appendices A and B. They are requested to give due consideration to any additional information that might need to be considered by Cabinet not currently encapsulated within these reports that may be of an influential nature in terms decision making.

Furthermore, they are requested to review the recommendation that if the service is agreed to be brought in-house that the recommendation be for the Teckal Company vehicle.

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

3.1 Slough Joint Wellbeing Strategy Priorities

Slough Borough Council has stated through the Sustainable Community Strategy in the Environment and Regeneration section that it will pursue steps to:

- move up the waste hierarchy and increase the amount of waste recycled;
- reduce the overall amount of waste produced; and
- reduce dependency on landfill for final waste disposal.

The primary environmental commitment and statement made by the Council through the Slough Sustainable Community Strategy is that the council has set itself the target of recycling 60% of its waste by 2028. This is a core driver behind the Waste Strategy and defines the strategic horizon period.

3.2 Five Year Plan Outcomes

The Five Year Plan's outcomes the proposal will help to deliver are:

- ***Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay***

Ensure that the gateways to the town, prominent places and green spaces are clean and well maintained

A fully functioning and dedicated public realm service is a key deliverable working towards keeping the gateways to the town, prominent places, parks, memorial gardens, cemeteries, roads and pavements clean. It improves the visual amenity of the town, prevents additional waste being flytipped and is a fundamental component of civic pride in the area.

The Highways infrastructure including maintenance of the asset and ongoing repairs together with winter maintenance is critical to ensure a fit for business transport infrastructure.

4. Other Implications

(a) Financial

Environmental Services Contract:

The financial implications of Environmental Services are exceptionally significant and have a combined total value of over £8 million to the Council (excluding additional works) and nearly £12 million including highways, pass through costs and additional works.

A headline financial appraisal has been undertaken regarding the financial differentials between 'insourcing or outsourcing' the service in Appendix A. In summary, it is understood that services can be provided at a lower cost than current provision from the incumbent contractor although the Council has greater

flexibility to dictate the extent of savings from a competitively procured outsourced contract.

Full year data for 2015 from the incumbent contractors Management Accounts for Slough Enterprise Ltd have been used to align the data to the year the ghost bid analysis that was produced (1 November 2015) by Ricardo for waste collection. No adjustments for inflation have been made.

The analysis shows that outsourcing to a Single Status Workforce through a private sector operator would result in a c. 19% (£1,608,800) saving whilst insourcing with a single status workforce would result in a c. 16% saving (£1,354,780). However, migrating to an in-sourced two tier workforce would result in savings of approximately 22% (£1,862,820).

As such, any frontloaded savings resulting from insourced provision will not match the 30% (£2,540,210) savings that would be requested from the market from a competitively procured outsourced contract to meet the Five Year Plan savings targets. However, an insourced contract does provide greater flexibility for the provision of income generating services although these provisions are limited by the respective insourced vehicle.

Therefore, the private sector could be specified to yield a saving of 28 - 30% against the total budget if stipulated to do so from a competitively tendered outsource. The frontloaded savings if the services were fully outsourced would be considered to be around 28 – 30% of the current budget equating to approximately £2,370,000 – £2,540,000 as this would be stated categorically within the specification for tender.

This is in contrast to an In-house service which could yield a 16 - 22% saving against the total budget depending on workforce type. Current estimates of savings are expected to be around £1,350,000 - £1,850,000 per full financial year as part of the transformation if the service were to come in - house.

The balance is between the ability to make frontloaded savings of 28 – 30% of the budget through outsourcing against the ability to make frontloaded savings from insourcing and then deliver a business plan that can provide savings potentially in excess of 30% savings over a period of ten years.

The key differential that influences delivery confidence is the ability to trade and generate income for the Council. Therefore, in order to quantify the best route for the Council over what would be the strategic horizon period (deemed to be ten years as this would be the length of any outsourced contract) then the NPV (Net Present Value) with the overall Maximum Net Benefit with an assumed Discount rate needs to be calculated.

The Public Contracts Regulations 2015 (the Regulations) provide that more than 80% of the Teckal company's activities must relate to the performance of tasks entrusted to it by the authority concerned. This means that only up to 19% of the Teckal company's activities may take place on the open market. The Options Appraisal of insourcing vehicles in Appendix B indicates that the greatest efficiencies can be yielded from operating a Teckal company operating with a 10% profit with a 1% year on year increase in profit every year – year on year up to a maximum of 19% (the rationale behind this threshold is that if the Teckal company's open market activities are higher than 19% then it becomes anti-

competitive). Even in the absence of the profit plan the Teckal company is still more financially viable than an outsourced service.

NPV difference between outsourcing and a Teckal company with no profit plan is £992,370. NPV difference between outsourcing and a Teckal company with a 1% increase in profit per year plan is £5,203,770.

This in-depth assessment of these options including assumptions is provided in Appendix B. The recommendation of this assessment provided demonstrates that insourcing through the provision of a Teckal company provides the best overall vehicle over the 10 year strategic horizon period.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal - The current Environmental Services Contract expires on 01/12/17 and new contracts have not been procured before the expiry date	<p>Environmental Services: If Council are to insource services then it is recommend that a contract extension for the existing service is considered as a contingency to alleviate time constraints of insourcing the service by proposed start date of 1 December 2017.</p> <p>If Council are to outsource services then it is recommend that a contract extension for the existing service is considered as a contingency to alleviate time constraints of outsourcing the service by proposed start date of 1 December 2017.</p>	
Community Support	N/A	N/A
Community Safety	N/A	N/A
Communications – residents	Voice of the Customer Plan is currently being composed for sessions with residents to understand what their engagement and communication priorities are for services.	Opportunity to manage expectations of service improvements deliverables and get insight into resident / service user priorities.
Contract & Client Management - Council currently has a fragmented Environment client and contract management team.	Curation of public realm team to manage all land management, green estate client and contract functions as reinforced in 5.11.	

Equalities Issues	N/A	N/A
Property - Managing Chalvey Transfer Station permits transfer.	SBC have begun process of assessing current permits and licenses for viability of transfer to new contractor or into the Council under waste management.	N/A
Procurement - Composition of most inviting and innovative lot packaging and batching to stimulate the market and ensure competitive pricing mechanisms (known as Lot 3) has been lost if Waste Treatment is outsourced separately to Environmental Services.	Waste treatment to be procured using competitive dialogue to ensure a robust engagement with the industry to maximise value for money and avoid hidden costs.	
Outsourcing Specific Risks		
Consultation - Under s20 of the Landlord and Tenant Act 1985 the landlord of any premises is under a duty to undertake a process of statutory consultation before undertaking “qualifying works” or entering into a “qualifying long term agreement”.	A section 20 for outsourcing has already been completed.	
Employment Issues - Status of TUPE as a result of second generation outsource contract	Internal legal team to liaise with Berkshire Pensions Team and Financial Appraisal to consider pension stretch.	Ensures full disclosure to potential contractors during dialogue stages. Need to ensure that management team migrate into new contractor to mitigate ‘knowledge loss’.
Financial - Market changes might mean that savings are made on some services but that increases are felt in other areas negating overall efficiencies.	Savings are projected from rebasing the contract costs through a competitive tender scenario. When additional savings are required then service changes and their respective scaling can drive further efficiencies.	Opportunity to rebase the contract and financially benchmarking with new contractor performance related mechanism.

<p>Financial – reprocurement costs could exceed the approved 'transformation' funding</p>	<p>Unlikely: Clearly specified and procured external and technical expertise, robust monitoring and control by Environmental Strategy & Governance Manager.</p> <p>Delivering the reprocurement milestones on time. Timely and appropriate escalation and resolution of 'blockages' or major issues with clearly defined workstreams. This is dependent on project being properly resourced.</p>	
<p>Financial (any outsourcing) – The contract price exceeds available budgets/funding</p>	<p>PQQ clearly identifies outcomes, pricing mechanism and savings targets.</p> <p>Financial evaluation and dialogue with bidders clearly identifies contract price and potential variations.</p> <p>Contract documentation clearly identifies 'risks', contract variations, change mechanisms, indexation etc.</p> <p>Clienting function and monitoring systems are robust, clearly resourced and effective to ensure that the contractor meets outcomes, outputs, performance targets and financial targets.</p>	<p>N/A</p>
<p>Timetable for delivery (outsourcing Environmental Services)</p> <p>Timeline to deliver both Waste Treatment & Environmental Services contracts through Lot 3 is no longer a viable option.</p> <p>Significant risk. Due to delay of the publication of the OJEU notice there is now a significant risk that the outsourcing cannot be completed within the existing timetable without there</p>	<p>Timetable for delivery is based on no service changes and has fully mobilised internal project management and task & finish resources.</p> <p>If Council are to outsource services then it is recommend that a contract extension for the existing service is considered as a contingency to alleviate time constraints of outsourcing the service by proposed start date of 1 December 2017.</p>	<p>Will ensure highest level of project management available to project. Will ensure that clients are in a position to have oversight of contract.</p> <p>Oversight from the Project Management Office for Corporate accountability.</p>

being a major risk on the mobilisation for the contract and ergo total service failure on 1 December 2017.		
Insourcing Specific Risks		
Legal - Best Value Duty under the 1999 Act - the Council will need to be satisfied it is best value to bring the service in house otherwise the Council's decision could be susceptible to challenge on judicial review grounds.	Appendix B details a financial appraisal of the best route for the Council over the strategic horizon period of ten years with the strongest overall Maximum Net Benefit. This initial appraisal is provided in Appendix B.	A dedicated legal note outlining activities to be undertaken currently in composition.
Legal – Under Best Value Duty under the 1999 Act there is a requirement to consult about major changes in service provision under the 1999 Act.	The Council will ensure and deliver required consultation as outlined under the Act.	Dedicated legal note outlining potential activities to be undertaken currently in composition.
Communications – Unions	If service are to be brought in-house then a dedicated Union engagement programme will be introduced led by the Strategic Director, Customer & Community Services.	Opportunity to redraft Local Agreement
Consultation - Under s20 of the Landlord and Tenant Act 1985 the landlord of any premises is under a duty to undertake a process of statutory consultation before undertaking “qualifying works” or entering into a “qualifying long term agreement”.	The proposal to bring the service in-house does not constitute “qualifying works” (as these are not works to premises) or a “qualifying long term agreement” (since the service will be provided by the Council’s employees). If the Council instead sets up a Teckal company to provide services and lets the contract to that company then this will constitute a qualifying long term agreement and the obligations to undertake s20 consultation will apply.	This has implementation issues for the delivery of services by the 1st December 2017.
Employment Issues - Status of TUPE as a result from insourcing	Internal legal team to liaise with Berkshire Pensions Team and Financial Appraisal to consider pension stretch.	Ensures full disclosure from contractor to Council to consider pension stretch implications.

Employment Issues - major gaps in skills and capacity.	Organisational Development & Human Resources will need to profile training and development programmes for any new staff.	Early engagement with contractor to outline skills analysis, skills gap, training requirements and likely personnel loss rate.
Employment Issues – temporary workers & sickness absence – workforce flexibility	With an insourced provision sickness absence still needs to be covered at additional cost whereas would normally be absorbed by outsourced contractors resource pool	
Environmental Performance - Increased carbon management footprint and asset maintenance responsibly	Provides greater control over services to ensure that carbon and energy are calculated, captured and recorded.	
Financial (insourcing of Environmental Services) - Market changes might mean that savings are made on some services but that increases are felt in other areas negating overall efficiencies.		
Financial – insourcing costs will exceed the approved 'transformation' funding	Definite: There will be an additional resource requirement for the provision of insourcing Environmental Services – this figure is anticipated to be an additional £400,000 due to increased legal and professional services costs.	To be netted off NPV value surplus and requested through Transformation Board.
Financial - Providing the In House service offers no competition.	The Council would need to identify an appropriate Council(s) to bench mark the services to evaluate performance and VfM. The Council can use APSE benchmarking and create its own relevant monitoring and evaluation.	
Health and Safety – if service is insourced then Health and Safety accountability of Council will increase significantly	Fully engage Health and Safety department to ensure full scale viability and support into proposed Insource programme.	N/A

Procurement / Contract Management	Council will have to develop ways to challenge the way in which it an internal delivery vehicle provides its services.	Use of refined 'Ethics wall' for contract / client management of in-house service.
Procurement – Flexibility of Public Procurement Regulations to provide diverse and ad hoc equipment for in-house provision of services	Procurement of services on ad-hoc basis and novation of Service Level Agreements	
Project Capacity - Limited contingency arrangement and contingencies to introduce at the point of transfer to guarantee service delivery	Dedicated project management team with strategic oversight and reporting processes to senior management and commissioner(s) and Cabinet members.	
Project Capacity - Inadequate management structure, capacity and skills in place to prepare and deliver an in-house service	Restructured departments to align capacity and skills	
<p>Timetable for delivery</p> <p>Timelines are very tight to deliver insourcing Environmental Services contracts and there will be an implication on resources.</p> <p>Significant risk. Due to delay of the publication of the OJEU notice there is now a significant risk that the insourcing can not be completed within the existing timetable without there being a major risk on the mobilisation for the services on 1 December 2017.</p>	<p>Timetable for delivery is based on no service changes and has fully mobilised internal project management and additional task & finish resources as identified in 4.a)</p> <p>If Council are to insource services then it is recommend that a contract extension for the existing service is considered as a contingency to alleviate time constraints of insourcing the service by proposed start date of 1 December 2017.</p>	Oversight from the Project Management Office for Corporate accountability.

(c) Human Rights Act Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

N/A

5. **Supporting Information**

- 5.1 As a Unitary Council Slough Borough Council is responsible for collection, management and disposal of all municipal waste generated within the borough and all street cleaning, gully and channel sweeping, litter picking and detritus sweeping operations within the borough, grounds maintenance in public spaces including parks, cemeteries and open spaces and highway maintenance including winter maintenance. The Waste Collection / Management, Street Cleaning, Grounds Maintenance and Highways reactive work functions for Slough Borough Council is delivered by Amey under the Environmental Services contract which runs until November 2017
- 5.2 The waste management, street cleaning, green estate, highways and transport service managers have been through a dedicated commissioning process whereby the preferred contract delivery vehicle and service batching was appraised and assessed against critical criteria. This included feedback from the market through a soft market testing day undertaken in January 2016.
- 5.3 The PRETH (Public Realm, Environment, Transport and Highways) sub-commissioning group was formed in June and met fortnightly to discuss and create scopes for the respective services. The PRETH group reported to the Contract Re-provision Board in October 2015 that it did not recommend bringing the service in-house which was reinforced in March 2016. This was primarily due to lack of political appetite and the need for immediate 30% savings to be delivered as a primary outcome.
- 5.4 However, the PRETH group did state the second generation outsource would ensure that the client teams delivery succession planning in filling the gaps identified. This is to ensure that an 'in-house bid' has greater potential after the conclusion of the second generation outsource term.
- 5.5 A reinvigorated consideration for provision of 'In-house services' as a result in a change of political leadership has reinforced the need for a revised assessment of the 'in-house provision' option for the Council. A greater emphasis on provision of commercial services, ability to identify and absorb risk as an Authority to mitigate excess cost and reduce overheads paid to the private sector has led to the compilation of the options appraisal in Appendix A.
- 5.6 The risks of providing an In-house service against the risk of outsourcing the services to the market are reinforced in Appendix A and in Table 4b) above.
- 5.7 The two initial options are either an outsourced contractor through a single contract refined by service area or provision of an in-house service against which there are several options in terms of delivery vehicle.
- 5.8 The high level options appraisal for Insourcing and Outsourcing of Environmental Services is provided in Appendix A. Appendix B identifies the options appraisal for if insourcing the service for either bringing the service in as a DSO (Direct Services Organisation also known as a DLO – Direct Labour Organisation) or a Teckal Company.

- 5.9 Overview & Scrutiny Committee are requested to review, comment and feedback on the information provided in Appendices A and B and give due consideration to any additional information that might need to be considered by Cabinet not currently encapsulated within these reports that may or may be not of an influential nature in terms decision making.
- 5.10 The options appraisals are aggregated across several key areas including risk (including health and safety), ability to deliver against finance (cost savings), IT, contract monitoring, ability to improve performance and management and timetables for delivery.
- 5.11 If are requested to decide if the Council are to pursue a Direct Services Organisation or a Teckal company. This high level options appraisal for Direct Services Organisation or Teckal company is provided in Appendix B.
- 5.12 Irrespective of decision all budgets for the services to be collocated from 2016/17 and under the single financial and strategic overview of a waste & environment and dedicated public realm client. This includes street cleaning, grounds maintenance, parks and open spaces (and all ancillary provisions), rights of way, playgrounds and highways land management budgets.
- 5.13 The dedicated contract management and client function will be responsible for all strategic, financial and service delivery decisions (including direction and instruction to act) and will be curated and responsible for performance, finance and strategic management of either the contractor (outsourced) or DSO / Teckal Company (insourced) and allows for the ability of the organisation to pro-actively manage the relationship based on a thorough understanding of the overall end-to-end process.
- 5.14 The dedicated contract management and client function will also focus on maximisation and enhancement of productivity including compilation and co-authoring of business and profit plans with either the outsourced or insourced service provider, service provision and planning and delivering future service changes in accordance with the dictates of the respective service. Cabinet are to note the increase costs of client monitoring as a result of insourcing as denoted in Appendix A.
- 5.15 As a result of the timetable implications as denoted in Appendix B Cabinet is requested to delegate necessary powers to the Strategic Director, Customer & Community Services for an option to extend the existing contract as a contingency in the event that due to unforeseen circumstances new arrangements are not finalised prior to the existing contract termination date.
- 5.16 Key Service Delivery Options appraisal for Direct Services Organisation or Local Authority Teckal company and Financial Delivery Options Appraisal for Outsourcing, Teckal company and DSO with workforce variations contains the resource and timetable delivery implications of each potential insource option. Based on the ability to provide the Best Value for the Council as outlined in the financial appraisal then it is recommended that Environmental Services and Highways are insourced as a Teckal Company.

5.17 If insourced as a Teckal company then the company would be limited by shares or a company limited by guarantee. In a company limited by shares, a council would make an investment into the company and, in return, would have shares issued to it. In this type of company, any profits made can be distributed to the shareholders – in this case the Council. This type of company is therefore the most common for trading activities whereas companies limited by guarantee are often used where profit is not the main motivator as profits cannot be distributed to the shareholder(s). As Teckal companies can be either form then the initial recommendation would be that the company would be limited by shares with the Council as the sole shareholder.

6. **Comments of Other Committees**

None.

7. **Conclusion**

A commercially astute Council can react, absorb and mitigate risk, provide a direct, transparent and accountable service to residents and can create a roadmap for income generation which can be delivered through an in-house Teckal company.

A Council which wishes to mitigate the significant risks associated with these services, expunge workforce related issues and harness private sector investment and wider resources provision would pursue an outsourced service.

This report presents the options available and the associated risks and opportunities encapsulated within the key consideration of Best Value for the Council over a ten year period.

The Overview and Scrutiny Committee is requested to take note and comment on the proposed and preferred contract vehicles and services scopes.

Overview & Scrutiny Committee are requested to review, comment and feedback on the information provided in Appendices A and B.

Furthermore, they are requested to review the recommendation that if the service is agreed to be brought in-house that the recommendation be for the Teckal Company vehicle.

8. **Appendices Attached**

‘A’ - Options appraisal for Insourcing and Outsourcing of Environmental Services

‘B’ - Key Service Delivery Options appraisal for Direct Services Organisation or Local Authority Teckal company and Financial Delivery Options Appraisal for Outsourcing, Teckal company and DSO with workforce variations

9. **Background Papers**

None.

Appendix A - Insourcing vs Outsourcing Options Appraisal

1.0 Executive Summary

Slough Borough Council faces significant budgetary pressures across the next few years and as a result need to continue reviewing their service provision options as they look to make efficiencies, reduce budgets and improve performance. While some authorities see the best way of achieving these measures is through handing as much as possible over to external contractors (outsourcing), others believe bringing services back in-house (insourcing) is the more cost-effective long term option.

The Council has outsourced its Environmental and Highways Services and following a reallocation on the prioritisation of the outcomes of what services are expected to delivery the Council have to appraise whether or not they continue with decision to outsource services made at Cabinet on the 16th March or bring these services in house. This options appraisal paper does not look at other potential options for delivering the service other than by delivering them in house or contracting them out (outsourcing). Appendix B looks at two options for insourcing the services.

It was considered that the most appropriate way forward was to undertake a high level review using the knowledge, experience and intuition of staff to identify the key risks associated with insourcing vs retaining an outsourced service.

The review criteria considered when appraising whether the waste management service should be kept in house or outsourced were:

- **Costs:** The service needs to provide value for money;
- **Quality:** The service needs to perform the service efficiently and meet the requirements of the Council;
- **Operations:** The service needs to be deliverable;
- **Capacity:** The service will require experience and skills of staff to prepare, manage and deliver an in house service;
- **Commercial services:** The ability to provide income for the Council and for the Council to provide commercial services to the market.

The review highlights a number of issues the Council need to take into account. It highlighted both negatives and positives from both methods to deliver the services. The reviewers investigated these issues to identify the risks of both methods of service delivery and identified that there are more risks from insourcing in this instance than outsourcing.

The key risks identified with insourcing include:

- Lack of operational experience of management team;
- Limited contingency arrangements;
- Central resources (HR, Finance and management) required to cope with a major influx of staff at contract start;
- A skills gap which is likely to result in cost and time implications for staff training and mentoring;
- The need for robust barriers between the in-house bid and procurement teams if services are brought in-house via a procurement process.

The key risks identified in keeping the contract outsourced are:

- The availability of only a headline cost comparison and not any detailed cost analysis;
- Cost implications of a lack of flexibility in a contract and absence of competition in the market;
- Lack of political support for outsourced provision;
- Reduced ability to be reactive to political and residential needs;
- Outsourcing of risk, skills and services means paying and acknowledging that public funds are used to provide a dedicated profit margin to the private sector

2.0 Risks

The risks identified in insourcing and outsourcing are outlined in more detail in Tables 1.1 and 1.2 below.

Table 1.1: Insourcing Risks

Risk	Expansion
Experience	<p>Lack of operational experience of management - the current Public Realm, Environment, Highways and Transport services, apart from Highways, are presently operated with a thin client model. This means that there are only two officers on the Council side with in depth service knowledge (one Waste and the other Grounds/street cleansing). Supervisory support is provided by the incumbent (Amey). As a result this current lack of depth and experience the Council will (dependent on the outcome of any TUPE transfer) need new staff and a larger number of officers. The future internal client / contractor split will need to be reviewed too.</p> <p>This will also impact upon the ancillary services such as finance and HR to deal with significantly increased number of staff (all operatives would become council employees).</p>
Contingency	<p>Limited contingency arrangements – what mitigations / contingencies (in respect of resources that can support the mobilisation) can the Council introduce at the point of transfer to guarantee service delivery?</p> <p>The Council will have minimal supplier relationships for key assets: vehicle suppliers; vehicle hire companies; agency staff suppliers; etc.</p>
Contract	<p>The Council will have to ensure that any staff involved in any in-house bid (as part of a procurement process) are distinctly separate from those involved in the procurement itself. This will require additional staff resources</p>
Mobilisation	<p>Ability to adapt to a changing environmental and political agenda.</p> <p>Changes in law unless specified in a contract can result in expensive service amendments, by delivering the service in house these maybe reduced.</p> <p>A challenge in bringing the service back in-house is that when the contractor moves on they take their specialist skills and best staff with them. This can lead to major gaps in skills and capacity.</p> <p>Similarly, the in-house team may have little or no knowledge of contract mobilisation. This is an intense, multi-disciplinary process over an average six month period. The Council will need to be confident that they have the staff and skills to project manage a significant transfer of staff.</p> <p>Typically local authorities have experience of the TUPE transferring of staff 'out' or between outgoing and incoming service providers. Experience of TUPE transferring staff back in-house is less common.</p> <p>There is also the issue of the central resources (HR, Finance, H&S and management) required to cope with a major influx of staff at contract start especially if central support costs and resources are not increase proportionally to accommodate.</p>
Skills	<p>Bringing the service back in house may identify a skills gap and result in cost and time implications for Staff training and mentoring.</p> <p>The present staff are unlikely to have operational experience on issues such as working practices, including routes or schedules, for the provision of waste management and other services.</p> <p>There is also the issue of the central resources (HR, Finance, H&S and management) required to cope with a major influx of staff at contract start especially if central support costs and resources are not increase proportionally to accommodate.</p>
Infrastructure	<p>The Council has outsourced the contract for 15 years and have little capacity to manage the influx of a number of operatives , obtain necessary vehicles, mechanical plant (machinery) and equipment</p>
Lack of benchmarked cost against outsource costing	<p>The key risk identified in insourcing the service is that the Council will not be able to prepare a market tested procurement and thus arrive at a benchmark service cost from the private sector. The only figure that can be used as a comparator, when composing the cost to insource the service, will be the present service cost.</p>

Table 1.2: Outsourcing Risks

Outsourcing Risk	Expansion
Benchmarking of Cost	No accurate cost of a Council delivered service to benchmark against a contractor.
Lack of flexibility	Contracts are by nature complex and legally binding and often carry premium 'penalties' should a Council wish to change the way in which a service is delivered. Depending on the sophistication and 'forward looking' capacity (i.e. does it allow for service options) of the pricing document, there may be fixed pricing arrangements which bind the Council client into either set minimal financial arrangements or expensive contract variation clauses
Lack of political support for outsourced provision;	When the previous assessment was undertaken in February 2016 the inverse was correct. There was no political support for insourcing but now there is a significant political preference for an insourced service. Therefore, an outsourced service would not receive as much political support or commitment.
Reduced ability to be reactive to Council needs	An outsourced contract is not as flexible as it is not under direct control of the Council. Therefore, it cannot be as reactive to immediate and short terms priorities of the Council.
Outsourcing of risk, skills and services means paying and acknowledging that public funds are used to provide a dedicated profit margin to the private sector	At a time when Councils need to be more commercially astute the outsourcing of all functions to manage and mitigate risk, skills, staff, assets and services inherently includes a dedicated margin of profit from the private sector for the provision of this service. This margin could be yielded as an efficiency by the Council if the Council were able to provide the service at a similar level of cost. From a political and public funds perspective the provision of public money to supplement private sector profit margins is a risk in terms of the perception and buy in into provision of an outsourced service.
Lack of benchmarked cost against inhouse costing	The key risk identified in keeping the contract outsourced is that the Council will not be able to prepare a ghost bid and thus arrive at a benchmark service cost. The only figure that can be used as a comparator, when evaluation any tender price, will be the present service cost.

In summary given the current risk identified and the findings of the review criteria considered from the appraisal Slough Borough Council is currently in a position to make either an in-house bid to deliver these services for the 2017 Environmental Services contract or to outsource these services. The risks identified above and the programme of work that would be needed in order to mitigate these risks can be prepared depending on either route.

3.0 Finance

The financial implications of Environmental Services are exceptionally significant and have a combined total value of over £12 million to the Council (excluding additional works).

A headline financial appraisal has been undertaken regarding the financial differentials between 'insourcing or outsourcing' the service in Appendix A. In summary, it is understood that services can be provided at a lower cost than current provision from Amey although the Council has greater flexibility to dictate the extent of savings from a competitively procured outsourced contract.

The analysis shows that using the in-house Single Status Workforce that a private sector operator would result in a c. 19% saving whilst in-sourcing with a single status workforce would result in a c. 16% saving. However, migrating to an in-sourced two tier workforce would result in savings of approximately 22%. Any savings resulting from insourced provision will not match the 30% savings that would be requested from the market from a competitively procured outsourced contract to meet the Five Year Plan savings targets. However, an insourced contract provides greater flexibility for the provision of income generating services although these are limited by the respective insourced vehicle.

The Amey profit margin over the entire contract was 12% in 2015 and it is to be noted that vehicle costs will be a key cost driver in any proposed insourced provision to further reduce cost.

Refuse and Recycling accounts for 22% of the total operational expenditure under the Amey contract (£2,802,443 of a total £12,606,833). The Amey profit margin over the entire contract was 12% in 2015. This is significantly less than the margin calculated for refuse and recycling below as 26.3%.

It is likely that Amey are targeting a margin across the entire contract and so the margins and potential savings below just for waste collection are highly unlikely to be representative of the savings that can be made across all services.

Current Collection system	Ghost Bid Options			Amey
Options Matrix	Option 1 Private Sector	Option 2 In-house Two-Tier workforce	Option 3 In-house Single Status Workforce	2015 Refuse and Recycling Management Accounts
Front line vehicle costs Inc. insurance, fuel etc. Fleet sub total	£1,140,408 £1,140,408	£1,201,115 £1,201,115	£1,201,115 £1,201,115	£953,850 £953,850
Front line operative costs Wages sub total	£1,349,065 £1,349,065	£1,349,065 £1,349,065	£1,543,457 £1,543,457	£1,783,584 £1,783,584
Other Operational Expenditure	-	-	-	£64,999
Gross Operational Expenditure	£2,489,473	£2,550,180	£2,744,572	£2,802,433
Operational overheads	£254,555	£248,955	£259,355	-
Management Salary costs	£154,009	£154,009	£176,026	-
Central Support Costs	£166,000	£158,600	£158,600	-
Office Costs	-	-	-	£35,240
Management Charge @ 3%	-	-	-	£107,407
IT/Audit/Insurance	-	-	-	£82,995
Gross Overheads	£574,564	£561,564	£593,981	£225,642
Total Gross Expenditure	£3,064,037	£3,111,744	£3,338,553	£3,028,075
Profit/Contingency	£266,000	£96,000	£103,000	£1,081,327
Net Cost to SBC	£3,330,037	£3,207,744	£3,441,553	£4,109,403
Profit Margin	8.0%	3.0%	3.0%	26.3%
Gross saving versus Amey 2015 Management Accounts per annum	£779,366	£901,659	£667,850	
% saving versus Amey 2015 Management Accounts per annum	19.0%	21.9%	16.3%	

Full year data for 2015 from the Amey Management Accounts for Slough Enterprise Ltd have been used to align the data to the year in which the Ricardo Ghost Bid analysis was produced (1 November 2015). No adjustments for inflation have been made.

The analysis shows that using the in-house Single Status Workforce that a private sector operator would result in a c. 19% saving whilst in-sourcing with a single status workforce would result in a c. 16% saving. However, migrating to an in-sourced two tier workforce would result in savings of approximately 22%. Any savings resulting from insourced provision will not match the 30% savings that would be requested from the market from a competitively procured outsourced contract to meet the Five Year Plan savings targets.

The "Net Cost to SBC" from the Amey Management Accounts for Refuse and Recycling does not reconcile to the Total Revenue figure for the service due to the allocation of additional overheads and the removal of the Profit Share figure (which is assumed to be a deduction from the total amount paid from SBC to Amey).

Therefore, the private sector could be specified to yield a saving of 28 - 30% against the total budget whereas an In-house service could yield a 16 - 22% saving against the total budget depending on workforce

type. Current estimates of savings are expected to be around £1,500,000 - £1,800,000 per full financial year as part of the transformation if the service were to come in-house.

However, frontloaded savings if the services were fully outsourced would be considered to be around 28 – 30% of the current budget equating to approximately £2,370,000 – £2,540,000 as this would be stated categorically within the specification for tender.

The balance is between the ability to make frontloaded savings of 28 – 30% of the budget through outsourcing against the ability to make frontloaded savings

Scenario	Insourcing	Outsourcing
Overarching Savings (£)	£3,200,000	£2,370,000 – £2,540,000
Increased Overheads (£)	£1,200,000 – £1,700,000	
Net Savings (£)	£1,500,000 - £2,000,000	£2,370,000 – £2,540,000
Percentage of Fixed Budget Equivalent (%)	17.7 – 23.6%	28 – 30%
Overheads as 'one off cost'	£100,000	-
Overheads which can be reduced through 'Business Planning'	£500,000	-
Maximum Savings	£2,100,000 - £2,600,000	£2,370,000 – £2,540,000
Percentage of Fixed Budget Equivalent (%)	24.8 – 30.7%	28 – 30%
Income Generation	YES	NO
Profit Share	NO	YES
Dependent on workforce structure	YES	NO

Increased overheads breakdown from Insourcing:

Pension Costs Additional £300k to £800k cost: Wages are approximately £5.6m with includes £300k of pension costs, if all staff go into a Final Salary Scheme then the cost if 20% contribution would be £1.12m so worse case an additional £800k. Highly unlikely all staff would join the scheme hence a range of £300k to £800k.

Increased local overhead – additional 200k cost: The contract currently benefits from private sector divisional and group resources in HR, HSQE, Finance, Legal, Commercial including procurement. There will be a need to increase Central Support Costs (CSC).

Purchasing power – additional £100k cost: The private sector is able to leverage economies of scale over materials, PPE, fuel etc. SBC might be able to achieve similar by forming a Local Authority Buying Club with neighbouring authorities running in-sourced provision.

Legislative compliance/audit and employee training £100k: SBC would have increased liabilities which would need to be demonstrably managed, notably Fleet Compliance, Waste Permit Compliance and Health & Safety liability. Each requires development of a bespoke quality system to be audited by external bodies Fleet by the Fleet Transport Association, HS by The British Safety Council, Waste Permit by Environment Agency. There would need to be periodic systems audits by these external verifiers to ensure that the Council is able to demonstrate that it is fully compliant with all staff appropriately trained

Control of labour costs £500k: There is a risk that a Local Authority may not be as robust in controlling labour costs, particularly sick pay, as a commercial organisation. Therefore the Council will place a contingency number against this of 10% of wages.

Client Team Costs £125k: The increased management of risk, sub-contractors and services means that one additional member of staff client and contract management team personnel will be required and revised job descriptions.

Overall the frontloaded savings from running an outsourced provision are immediate and cashable through a procurement process. The savings of an in-house service are partially immediate but can be elevated to equate to outsourced provision through a dedicated commercial business plan to remove excess overheads

from insourced provision and also to pursue the ability to generate income from selling of commercial services.

4.0 Clienting Function

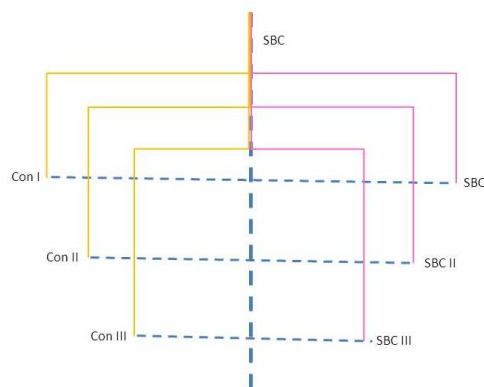
The Council will need to consider, where it does either outsource or insource the services, the future role it should utilise as a Client. This discussion lends itself to a wider consideration as to whether or not the Council pursues contracts management often described as a either 'Thick or Thin' approach.

- A **thick client** model means that the local authority will retain a lot of responsibilities (and staff) for the service and monitoring performance. For example, it can include communications, marketing, invoicing, customer services and a contract monitoring team.
- A **thin client** model essentially means just a contract manager on the client side, with no officers. This means you will need a self-monitoring contract whereby responsibilities are devolved to the service provider.

Based on member feedback received from members briefing sessions it is evident that the members would like a greater degree of operational detail presented to them, which feed into strategic outcomes and ongoing ability to utilise penalty / financial clauses in case of non-performance. This would lend itself more closely towards a 'thick client' style.

Irrespective of the composition of an in-house service or a second generation out-source contract the Council will make provision to ensure that there is a 'client oversight' model put in place. This will effectively ensure that the client oversees how operational vehicle is delivered by the contractor for each service area to ensure they are fully versed in what is being delivered to provide maximum transparency and accountability of service provision.

Fig 1.1 – Proposed Outsource and Insource oversight model



The clienting team will retain all strategic, financial, compliance and aggregation of all performance related either an insourced or outsourced service and will ensure maximised political and administrative governance arrangements are in place to reinforce transparency and accountability of service delivery.

5.0 Summary

Priority	Insourcing	Outsourcing
Managing Risk	Red / Amber	Green
Ability to make savings	Green / Amber	Green / Amber
Ability to generate income	Green	Red
Client Management	Green / Amber	Green / Amber
Quality / Operations	Green	Green

Based on the information above correlated from a previous Insourcing vs Outsourcing Report by an independent consultant, a additional financial appraisal undertaken by an independent financial consultant and all of the information composed from the Waste & Environment team Cabinet must decide either to confirm its decision made on 14 March 2016 to commence procurement of a contract for the external delivery of Environmental Services or to instruct officers to commence arrangements for the delivery of Environmental Services and Highways in- house.

Appendix B - Key Service Delivery Options Models for Insourcing

Option 1 - The Direct Labour Organisation

Table 1.1 – SWOT Analysis of Direct Labour Organisation

The Direct Labour Organisation (DLO)	
Strengths	Weakness
Maintains living wages and terms and conditions of employment	Does not generate profit
Maintains close control by the Authority over services to manage future changes	Does not generate community value and local economic development
Traditional methods of generating savings or economic benefits	Difficult to drive service improvement at lower cost
Certainty of delivery arrangements	Lacks flexibility and adaptability of the private sector
Reactive to customer and stakeholder needs	Can be management heavy
Tried and tested governance structures	Industrial disputes
Opportunities	Threats
Develop strong client role	Timeliness of third party negotiations preliminary to contract expiry (including an option for contract extension)
Performance framework can drive quality of delivery	Direct affect of pension and other costs attributable to transfer of workforce and single status
Payment mechanism can incentivise effective delivery	Fleet transfer or procurement arrangements
Develop charging arrangements for discretionary services to cover (ring fenced) costs of delivery such as trade waste collection and garden waste.	Failure to meet budget savings targets due to cost structure.
Business Considerations	
<p>The DLO arrangement is simpler to arrange and more closely allies traditional service delivery structures.</p> <p>It is more likely to meet the Council’s “go live” date of December 1st 2017 although there remains a risk that third party negotiations and data provision may cause delays outside of the control of the project management team.</p> <p>The business case revolves around the greater capacity to protect labour working conditions as there will be equality of status between the DLO workforce and other Council workers.</p> <p>The Council also retains strong centralised control of the operation through direct management and traditional governance structures. This has the benefit for enabling the DLO to respond efficiently to changes in service delivery requirements and finance and budgets have the advantage of greater transparency.</p> <p>The financial appraisal in Appendix A demonstrates that DSO / DLO would not be able to provide the savings needed in the short, medium or long term to equate to the same savings delivered through an outsourced contract and therefore might not necessarily provide ‘Best Value’ to the Council. This is due to considerations of the workforce and the ability the DSO has with powers to charge for discretionary services it provides although the power is limited to cost recovery only.</p>	

Option 2 - Local Authority Trading Company

Table 1.2 – SWOT Analysis of a Teckal Company

Teckal Company	
Strengths	Weaknesses
Economies of scale and greater efficiency	Can be loss making
Return profits to Authority	Implications of cash flow which may be negative
Creates greater commercialism	Risk Exposure
People knowledge retained in the Authority	Cannot trade or charge for core statutory services
Retains Authority control on delivery and maintains public ethos	Non - "Teckal" contracts can only be awarded on tender.
Jobs are safeguarded as work and contracts diversify	Over bureaucratic governance detracting from an appetite for commercial risk.
"Teckal" ¹ arrangements simplify EU procurement rules- but only for public services	"Teckal" arrangements must satisfy the "control" and "function" tests. Only 19% of the activity can be in the open market.
Opportunities	Threats
Entry into "Teckal" arrangements to deliver public services on behalf of other authorities as shared services	Legal complexity especially for "Teckal" arrangements increases risk of challenge.
Wider private sector trading activities	Trading Losses / Rules on State Aid
Profit generation	Under capitalisation
Increased innovation	Taxation
Simplified procurement of supplies	Risk averse governance
	Lack of commercial knowledge
	Current review of commercial waste provision means there could be impact on likely income generation through such a venture
Business Considerations	
<p>The business case for setting up an LATC revolves around its scope to trade- generating profits and surpluses that can offset the costs of other Council services. As a commercial enterprise the LATC must set up in accordance with UK company law and there are a number of different structures that can be utilised. This will require expert advice. It will need to be run by a board of directors in accordance with its articles of association (its governing document) and also company law. The directors of Teckal companies often consist of Council officers, members (although this is slightly less common) and also independent directors with commercial experience from the private sector. Consideration will need to be given to the most appropriate governance structure in which decisions are made and monitored. Those who do become company directors will need to be aware of the duties imposed on them by the Companies Act 2006. The key duty in the context of a local authority-owned company is the duty to exercise independent judgment: the director must act in the best interests of the company.</p> <p>A "Teckal" structure will allow it to undertake Council work directly without tender and it may undertake a limited amount (20%) of private work at a profit. However if it wishes to grow beyond this then it will be required to restructure wholly as a private company obliged to seek work under tender. EU procurement and State Aid rules are sufficiently complex to require expert support as otherwise the arrangements may be open to challenge. There also considerations in relation to distortion of the local market which must be undertaken.</p> <p>Undertaking trading activities implies risk. These must be understood and there is a requirement to develop a robust business case under the 2003 Trading Order. The business case is a comprehensive statement needing approval before the Council can exercise its trading powers. The business case will set out the business objectives, resources required, the risks and their significance, and the financial parameters in full.</p> <p>In setting up the Teckal Company the Council must recover all costs associated with accommodation, goods and services, staff and anything else it provides. It must fully consider the implications of State Aid. Other important legal, commercial and financial factors will be considered such as considerations in relation to company law, cost of bidding for contracts and tax liability. It is essential that prior to setting up there is a business plan – this will be developed and delivered by the strategic client (Environment team) and the Commercial / Managing Director of the Teckal Company.</p>	

Project Management Appraisal of In-house Delivery Options

Table 1.3 below sets out the range of issues and risks implicit within the project to insource for the preferred options of “DLO” versus “Teckal Company”. The critical factor for project consideration is the outlook of each option in meeting the “go live date” of Nov 1st. The table highlights the competing complexities of each preferred option with “DLO” as less complex whereas “Teckal Company” is much more complex. “Teckal Company” is more complex because it has a range of issues needing building in as preliminary steps prior to making a final decision and this will affect the lead time.

Although “Teckal Company” is less complex there is a medium risk that third party negotiations (with Amey) could drag on the project: especially in relation to preliminaries such as a contracts review, agreement of a handover protocol, fleet issues and TUPE. Delay in these negotiations could be to the favour of the existing contractor as it may seek to profit from the delay by agreeing costly terms which may be exacerbated if the Council seeks an extension late in the day. As a result it is Officer’s view that where this is an identified risk there should be an appropriate mitigation. In this case the appropriate mitigation advised is to seek an early agreement for an Option to extend the contract in the event that there is delay.

With respect to the “Teckal Company” it is likely that the development of a robust business case and business plan will take 12- 16 weeks to draft and seek the necessary sign off and approvals. There will also be a considerable period required for drafting and approving the constitution of the Company within the project and a necessary period for training of staff and commencing development of the new commercial culture. These periods would be in addition to the potential “drag” identified in relation the development of the “DLO” and equally affecting the period of an “Teckal Company” development. There is a high risk that the development of an “Teckal Company” at the outset will not be achieved by the December 1st date and on the same grounds outlined for the “DSO” it is the officers opinion that a period of at least a 9 month extension should be considered for negotiation with Amey early and as a necessity.

If the project due to these identified factors is unable meet the December 1st “go live” date and no contingency is in place then there are two undesirable and unmitigated risks.

1. The Council is exposed to excessive demands for continuance of the service
2. The Council is exposed to critical service failure.

As a result it is considered by officers proportionate to seek either an extension of contract (as a necessity for Teckal Company) or as an option for a “DSO”

Table 1.3 - Project Delivery Risk Considerations					
Direct Labour Organisation			Teckal Company		
Issue	Risk	Mitigation	Issue	Risk	Mitigation
Project Management and resources	Insufficient commitment of resources will lead to high risk of project failure	Robust project plan and sufficient resources committed to project management and support	Project Management and resources	Insufficient commitment of resources will lead to high risk of project failure	Robust project plan and sufficient resources committed to project management and support
Insufficient appraisal of options	High risk that decision makers are insufficiently informed	Robust option appraisal	Insufficient appraisal of options	High risk that decision makers are insufficiently informed	Robust option appraisal
Charging limitations	Low risk of alignment of charges to Council policies	Within publication of fees and charges	Failure to scope out full range of required trading activities	Low risk that trading and charging policies are not sufficiently comprehensive and aligned to trading activities	Trading and charging policy review
SLA development	Medium risk of uncertainty and dissatisfaction over service quality and arrangements to Council "client" departments	Agreement of SLA's	Failure to develop a robust business plan	High risk of business failure	Develop business plan
Training and development	Medium risk of poor motivation of staff	Training and development plan	Management and work force development plan	Medium to high risk of business failure or compromise due to lack of commercial approach and low levels of satisfaction or motivation.	Ensure recruitment, retention and development practices are in place and fit for purpose.
Lack of stakeholder engagement	Low to medium risk of resistance	Communications plan	Lack of stakeholder engagement	High risk of resistance Medium to high risk of dissatisfaction	Communication plan
Service planning	Medium risk failure of engagement with client services and quality of	Service planning in conjunction with client departments	Failure to make adequate business case	Medium to high risk of challenge	Develop robust business case

	delivery				
Professional Advice	N/A	N/A	Failure to appoint required experts	High risk that arrangements are unfit or do not function well	
Time scale impacted by speed of 3rd Party negotiations	Medium risk that TUPE and fleet transfer issues may slow pace of project.	Early contact with Amey to formalise handover protocol. Negotiation of option to extend as contingency	Time scale impacted by speed of 3rd Party negotiations Complexity of legal arrangements	Medium to high risk that TUPE, fleet transfer issues and other legal complexities may slow pace of project.	Early engagement with Amey to formalise handover protocol Early recruitment of expert, legal, financial and taxation consultants Negotiation of option to extend existing contract as a contingency
Human Resources and Organisational Development	Failure to build commercial culture, build commercial skills, develop staff, focus management and create shared values of purpose	Business development plan builds in lead time for skills acquisition and organisational cultural development.	Failure to build commercial culture, build commercial skills, develop staff, focus management and create shared values of purpose	Medium to high risk of business failure	Training and development plan
Pension Costs	Access arrangements to Local Government pension scheme	Adequate budgetary provision to meet shortfalls under harmonisation provisions	Access arrangements to Local Government pension scheme	High risk that pension costs fall to the Council Length of time admitting to scheme.	Early engagement with pension planning
Vehicle, plant and equipment strategy	Small to medium risk of failure to identify requirements in time to enable procurement and ongoing maintenance operations	AMEY inventory/ schedule of assets including fleet, plant and equipment Build in service change requirements Fleet maintenance agreement or in house	Vehicle, plant and equipment strategy	Small to medium risk of failure to identify requirements in time to enable procurement and ongoing maintenance operations Small to medium risk of failure to support new contract demands or	AMEY inventory/ schedule of assets including fleet, plant and equipment Build in service change requirements Fleet maintenance agreement or in house

		arrangements		downsize when required	arrangements Flexible strategy to meet changing contract demand
Financial Budgets	Small risk that budgets will become reliant on charging arrangements with limited scope for income generation	Prudent financial modelling at zero base.	Financial Budgets	Medium risk that company is loss making	Business case supports institution of trading company. Robust business plan. Recruitment of commercial minded senior management team Sufficient working capital
Governance Arrangements	Little risk of loss of oversight.	Ensuring subject specific committee or board arrangements are in place.	Governance Arrangements	Small to medium risk that governance arrangements are not fit for purpose due complexity of trading structure.	Expert advice on appropriate governance structures.
Contract Management	Medium risk that control structures are not sufficiently in place to monitor performance and quality standards	Development of client structures and performance and payment frameworks	Contract management	Medium risk that control structures are not sufficiently in place to monitor performance and quality standards for in house contracts Low to medium risk that performance and quality standards do not support a successful trading regime.	Development of client structures and performance and payment frameworks Governance arrangements will monitor trading activities.

Appendix B – Financial Delivery Options Appraisal for Outsourcing, Teckal Company and DSO with workforce variations

Option 1 - Teckal Company

Teckal Company	Revenue	6% Cumulative	NPV 6% Discount Rate	3.5% Cumulative	NPV 3.5% Discount Rate
Turnover	12,000,000.00	7.36	0.00	8.32	0.00
Overarching Savings	(3,200,000.00)	7.36	(23,552,000.00)	8.32	(26,627,200.00)
Pension Costs	550,000.00	7.36	4,048,000.00	8.32	4,576,550.00
Increased Local Overhead	200,000.00	7.36	1,472,000.00	8.32	1,664,200.00
Purchasing Power	100,000.00	7.36	736,000.00	8.32	832,100.00
Legislative Compliance and Employer Training	100,000.00	7.36	736,000.00	8.32	832,100.00
Control of Labour Costs	500,000.00	7.36	3,680,000.00	8.32	4,160,500.00
Client team Costs	125,000.00	7.36	920,000.00	8.32	1,040,125.00
One Off Overheads	100,000.00	0.94	94,300.00	0.97	96,700.00
Reduction Overheads Business Planning	(500,000.00)	7.36	(1,847,750.00)	8.32	(2,170,800.00)
Additional costs to generate income	100,000.00	7.36	736,000.00	8.32	832,100.00
Income Generation	(1,200,000.00)	7.36	(8,832,000.00)	8.32	(9,985,200.00)
Total NPV			(21,809,450.00)		(24,748,825.00)

Notes:

1. No adjustment for Inflation
2. Under a Teckal Structure the council may undertake work directly without tender and it may undertake a limited amount (19%) of private work as profit. Would there be any VAT implications under this structure? Would the trading company need to register as a Company in its own right?
3. Assumed Pension Costs average of £300k-£800k range
4. Assumed Income generation £1,200,000 per annum
5. Assumed additional costs to generate new income £100,000 per annum
6. Control of Labour Costs- £50k year 1, increasing £50k per annum

Option 2 - Teckal Company - Income Generation 1% Increase

Teckal Company	Revenue	6% Cumulative	NPV 6% Discount Rate	3.5% Cumulative	NPV 3.5% Discount Rate
Turnover	12,000,000.00	7.36	0.00	8.32	0.00
Overarching Savings	(3,200,000.00)	7.36	(23,552,000.00)	8.32	(26,627,200.00)
Pension Costs	550,000.00	7.36	4,048,000.00	8.32	4,576,550.00
Increased Local Overhead	200,000.00	7.36	1,472,000.00	8.32	1,664,200.00
Purchasing Power	100,000.00	7.36	736,000.00	8.32	832,100.00
Legislative Compliance and Employer Training	100,000.00	7.36	736,000.00	8.32	832,100.00
Control of Labour Costs	500,000.00	7.36	3,680,000.00	8.32	4,160,500.00
Client team Costs	125,000.00	7.36	920,000.00	8.32	1,040,125.00
One Off Overheads	100,000.00	0.94	94,300.00	0.97	96,700.00
Reduction Overheads Business Planning	(500,000.00)	7.36	(1,847,750.00)	8.32	(2,170,800.00)
Additional costs to generate income	100,000.00	7.36	736,000.00	8.32	832,100.00
Income Generation	(1,200,000.00)	7.36	(12,382,320.00)	8.32	(14,196,600.00)
Total NPV			(25,359,770.00)		(28,960,225.00)

Notes:

1. No adjustment for Inflation
2. Under a Teckal Structure the council may undertake work directly without tender and it may undertake a limited amount (20%) of private work as a profit. Would there be any VAT implications under this structure? Would the trading company need to register as a Company in its own right?
3. Assumed Pension Costs average of £300k-£800k range
4. Assumed Income generation £1,200,000 per annum
5. Assumed additional costs to generate new income £100,000 per annum
6. Control of Labour Costs- £50k year 1, increasing £50k per annum
7. Assumed Income Generation 10% of Turnover year 1, increasing by 1% per annum for ten years

Option 3 – Outsourcing

Private Company	Revenue	6% Cumulative	NPV 6% Discount Rate	3.5% Cumulative	NPV 3.5% Discount Rate
Turnover	12,000,000.00	7.36	0.00	8.32	0.00
Overarching Savings	(2,455,000.00)	7.36	(18,068,800.00)	8.32	(20,428,055.00)
Pension Costs		7.36	0.00	8.32	0.00
Increased Local Overhead		7.36	0.00	8.32	0.00
Purchasing Power		7.36	0.00	8.32	0.00
Legislative Compliance and Employer Training		7.36	0.00	8.32	0.00
Control of Labour Costs		7.36	0.00	8.32	0.00
Client team Costs		7.36	0.00	8.32	0.00
One Off Overheads		0.94	0.00	0.97	0.00
Income Generation		7.36	0.00	8.32	0.00
Profit Share	(400,000.00)	7.36	(2,944,000.00)	8.32	(3,328,400.00)
Total NPV			(21,012,800.00)		(23,756,455.00)

Notes:

1. Overarching savings in middle of range identified
2. Assumed Profit Share 8% of turnover
3. No adjustment for Inflation
4. Assume profit share £400,000. Contractor receives first 5% of profit. SBC and Contractor receives 50% of any profit above 5%

Option 4 – DSO Single Status

DSO Single Status	Revenue	6% Cumulative	NPV 6% Discount Rate	3.5% Cumulative	NPV 3.5% Discount Rate
Turnover	12,000,000.00	7.36	0.00	8.32	0.00
Overarching Savings	(3,200,000.00)	7.36	(23,552,000.00)	8.32	(26,627,200.00)
Pension Costs	550,000.00	7.36	4,048,000.00	8.32	4,576,550.00
Increased Local Overhead	200,000.00	7.36	1,472,000.00	8.32	1,664,200.00
Purchasing Power	100,000.00	7.36	736,000.00	8.32	832,100.00
Legislative Compliance and Employer Training	100,000.00	7.36	736,000.00	8.32	832,100.00
Control of Labour Costs	500,000.00	7.36	3,680,000.00	8.32	4,160,500.00
Client team Costs	125,000.00	7.36	920,000.00	8.32	1,040,125.00
One Off Overheads	100,000.00	0.94	94,300.00	0.97	96,700.00
Reduction Overheads Business Planning	(500,000.00)	7.36	(1,847,750.00)	8.32	(2,170,800.00)
Income Generation		7.36	0.00	8.32	0.00
Profit Share		7.36	0.00	8.32	0.00
Total NPV			(13,713,450.00)		(15,595,725.00)

Notes:

1. Assumed Pension Costs average of £300k-£800k range
2. No adjustment for Inflation
3. Control of Labour Costs- £50k year 1, increasing £50k per annum

Option 5 – DSO 2 Tier Workforce

DSO 2 Tier Workforce	Revenue	6% Cumulative	NPV 6% Discount Rate	3.5% Cumulative	NPV 3.5% Discount Rate
Turnover	12,000,000.00	7.36	0.00	8.32	0.00
Overarching Savings	(3,200,000.00)	7.36	(23,552,000.00)	8.32	(26,627,200.00)
Pension Costs	481,250.00	7.36	3,542,000.00	8.32	4,004,481.25
Increased Local Overhead	200,000.00	7.36	1,472,000.00	8.32	1,664,200.00
Purchasing Power	100,000.00	7.36	736,000.00	8.32	832,100.00
Legislative Compliance and Employer Training	100,000.00	7.36	736,000.00	8.32	832,100.00
Control of Labour Costs	437,500.00	7.36	3,220,000.00	8.32	3,640,437.50
Client team Costs	125,000.00	7.36	920,000.00	8.32	1,040,125.00
One Off Overheads	100,000.00	0.94	94,300.00	0.97	96,700.00
Reduction Overheads Business Planning	(500,000.00)	7.36	(1,847,750.00)	8.32	(2,170,800.00)
Income Generation		7.36	0.00	8.32	0.00
Profit Share		7.36	0.00	8.32	0.00
Total NPV			(14,679,450.00)		(16,687,856.25)

Notes:

1. Pension Cost 12.5% lower than Single Status
2. Control of Labour Costs Contingency reduced by 12.5%
3. No adjustment for Inflation
4. Control of Labour Costs- £50k year 1, increasing £50k per annum

Ranking

Option	NPV 6%	NPV 3.5%	Rank
Trading Company	(21,809,450.00)	(24,748,825.00)	2
Trading Company with Income Generation increasing by an additional 1% per annum for 10 years	(25,359,770.00)	(28,960,225.00)	1
Outsourced to a new Supplier	(21,012,800.00)	(23,756,455.00)	3
DSO Singles Status	(13,713,450.00)	(15,595,725.00)	5
DSO Second Tier Workforce	(14,679,450.00)	(16,687,856.25)	4

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 15th September 2016

CONTACT OFFICERS: John Griffiths, Head of Neighbourhood Services
Ian Blake, Neighbourhood Manager Resilience & Enforcement Team, Neighbourhood Services

(For all enquiries) 0791 709 2909

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

NEIGHBOURHOOD SERVICES – ENFORCEMENT OF LITTERING, FLY-TIPPING, ANTI-SOCIAL BEHAVIOUR AND ENVIRO-CRIME

1 Purpose of Report

To provide the Panel with an update on Neighbourhood Services activities in relation to tackling littering, dog fouling, anti-social behaviour and other related enviro-crime and the use of legal powers and tools to tackle such issues.

This report covers the period 1st April 2015 to 31st March 2016 with associated background information, and in addition 1st April 2016 to 31st August 2016.

2 Recommendation(s)/Proposed Action

The Panel is requested to note and endorse the contents of the report.

3 Contribution to the 5 Year Plan

3a. 5 Year Plan

The work of the team contributes to several of the Outcomes within the 5 Year Plan. These include:

- **Outcome 1:** Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay
 - **Key action** - Ensure that all gateways to the town, prominent places and green spaces are clean and well-maintained
- **Outcome 2:** There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough
 - **Key action** - Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained
- **Outcome 3:** The centre of Slough will be vibrant, providing business, living and cultural opportunities

- **Key action** - Define and establish the centre of the town as a destination
 - **Key action** - Cultivate a vibrant town centre
 - **Key action** - Expand the evening economy
- **Outcome 4:** Slough will be one of the safest places in the Thames Valley
 - **Key action** - Build on success in tackling anti-social behaviour
 - **Outcome 7:** The councils income and the value of its assets will be maximised
 - **Key action** - Ensure a revolutionised approach to household waste collection is in place
 - **Key action** - Invest in technology to enable staff to work smartly wherever they are located.

4 Other Implications

This area of work is being resourced from within existing budgets.

Longer term we are considering service models that could income generate or support costings for further service delivery for Slough Borough Council, whilst providing an improved service for the community and a greater positive impact in line with our priorities and the 5 Year Plan.

(a) Risk Management

Risk	Mitigating action	Opportunities
Legal	Adaption of working practices to incorporate changes in the new ASB legislation	Greater emphasis on enforcement activity. Additional tools to address issues
Property	Visual improvements to areas, so improving community confidence	Greater community involvement and longer term engagement
Human Rights	The new ASB Act supports human rights	Greater transparency. Allows a more proportionate response in certain areas
Health and Safety	Risk assessments will be carried out for all activities	None
Employment Issues	None	None
Equalities Issues	None	None
Community Support	The new ASB Act puts victims at the heart of the response	Greater community involvement and longer term engagement
Communications	A communications plan will be developed for this area of work	Raise awareness of how Neighbourhood Services operate and tackle this issue Promote community responsibility and engaged enforcement

Community Safety	Project activity will assist with designing out crime and impact positively on the 'broken windows' theory, and so reduce the fear of crime	Increase the speed of response and resolution of litter concerns, including fly-tipping, graffiti removal and other safety hazards. Greater enforcement activity against perpetrators
Financial	It is anticipated that implementation of this work will be resourced from within existing budgets	Longer term we are considering service offers that could income generate for Slough Borough Council, whilst providing an improved service for the community and a greater positive impact against our priorities
Timetable for delivery	Short term focused activity	Defining and promoting our longer term working practices, both internally and externally, in consultation with key community groups and partners, so not presuming to set priorities without consultation
Project Capacity	A Project Team has been pulled together from Neighbourhood Services, Waste & Environment and Communications	Develop and improve working relationships and increased co-ordination of activities
Other	None	None

(b) Human Rights Act and Other Legal Implications - All of the legislation used gives due consideration to human rights in terms of reinforcing the councils duties and that of its partners to respect and support the rights of individuals to private and family life.

(c) Equalities Impact Assessment - Assessments will be completed for all amended and new policies that may result from this project work.

(d) Workforce - Officers work flexible hours on an as needed basis working out-of-hours as and when required.

5 Neighbourhood Services – How we operate

5.1 Introduction

This report details how Neighbourhood Services tackles issues relating to Sloughs street scene and its associated low level crime and anti-social behaviour. It focuses on how we as a department problem solve issues; develop multi-agency responses

and long-term sustainable solutions, with a particular focus upon actions that improve the physical appearance and local environment of Slough.

5.2 Service Model

The team provides a **tenure blind** neighbourhood service, across 3 geographic areas co-terminus with the police. This approach allows staff to resolve issues without needing to be concerned whether the land is under public or private ownership. Staff carry out **educational and enforcement functions**. This approach gives us the opportunity for efficiencies and enhanced quality of services within neighbourhoods, be these private or council properties.

Neighbourhood Services provides a key central function tackling issues related to anti-social behaviour and enviro-crime, becoming a single point of contact within the council for its customers and partner agencies, and so taking the **operational lead** for all matters relating to ASB.

The Neighbourhood Services concept is about developing new **flexible approaches** to work. The Resilience & Enforcement Team was established to drive forward these changes focusing on tackling the most complex, difficult and long standing issues of crime, ASB and enviro-crime across the borough.

5.3 Partnership working

Within our model there is a strong partnership approach to tackle a wide range of issues within a neighbourhood. Poor environmental up keep takes many forms and can involve that within a dwelling, garden and street, so needing a multi-agency approach.

We have therefore developed close working relationships with the Police, Home Office, Waste & Environment, Street Cleansing, all of the council's external service provision contractors, Housing Associations, Private Service Providers etc, to ensure we can develop effective and sustainable solutions.

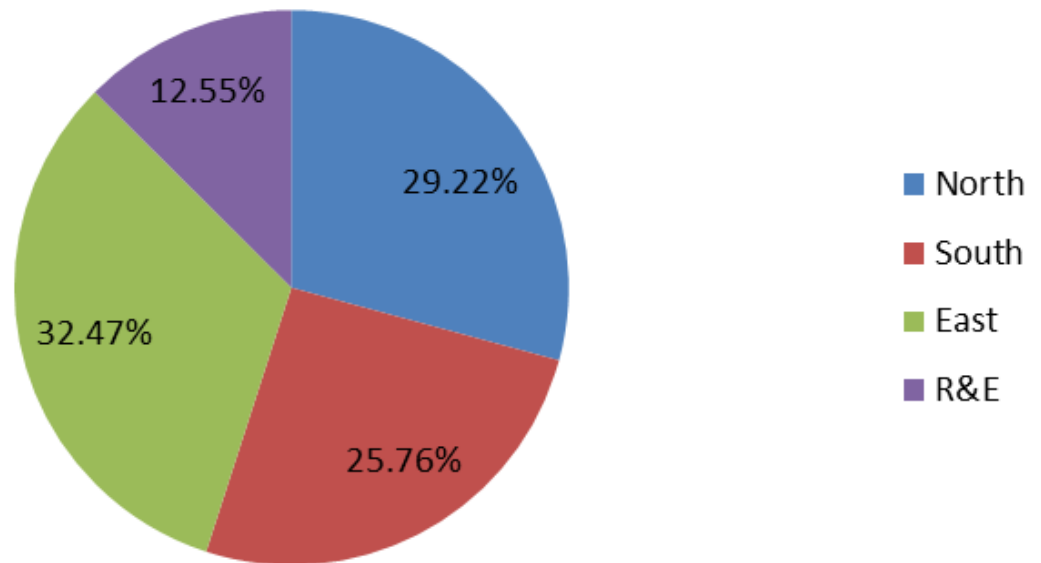
The Neighbourhoods' Team also leads on safeguarding issues, the protection of vulnerable people and the development and management of multi-agency tasking and co-ordination.

6. Neighbourhood Services – Service Requests to the Enforcement Team during the period - 1st April 2015 to 31st March 2016 –

This section of the report demonstrates the demand placed on the service during the above period. This section also provides a breakdown on the type of compliant in which part of the borough and the workload of the respective Neighbourhood Services teams.

TEAM	No of Service Requests	% of total
North	1232	29.22%
South	1086	25.76%
East	1369	32.47%
R&E	529	12.55%
Total	4216	

Proportion of total SRs allocated to each team 2015/16



Total Percentage of Service Requests by Category for all Officers of All Teams 2015/16

Enviro-crime – 2089 complaints consisting of 49.56% of service requests received. This would typically include littering, flytipping, abandoned vehicles, vehicle nuisance, unkempt derelict land, poor waste management, waste transport, land and grounds maintenance and management etc.

ASB – 1957 complaints consisting of 46.44% of service requests received. This would typically include noise, smoke, odour, unkept properties in poor internal/external condition, neighbour disputes, vehicular use, animals, drug and alcohol related litter, rough sleepers / squatting, street drinking, property damage, drug use, traveller incursions etc.

Other – 166 complaints consisting of 4.00% of service requests received. This typically includes licensing and planning applications, pest control, highways issues such as obstruction and parking, advice given to businesses etc.

Break Down of Service Request Workload by Teams

Resilience and Enforcement

Enviro-crime – 43.05%

ASB – 41.86%

Other – 14.06%

North

Enviro-crime – 43.10%

ASB – 44.24%

Other – 12.66%

South

Enviro-crime – 52.76%

ASB – 35.64%

Other – 11.60%

East

Enviro-crime – 48.49%

ASB – 42.51%

Other – 8.55%

Neighbourhood Services – A Summary of work achieved between 1st April 2016 to 31st August 2016:

Neighbourhood Services Resilience and Enforcement Team (RET) ASB Report : April – August 2016

Work has been carried out with the Highways Agency to deal with two traveller incursions on their land that also involved an extensive investigation into a large number of related fly tipping incidents in the locality. This involved working with neighbouring local authorities to share intelligence and in an attempt to identify offenders. Although a number of offenders and related vehicles were identified via evidence and some CCTV footage investigations failed to locate individuals concerned due to their transient nature. However other incidents that were investigated that were found unrelated to these incidents have led to 3 pending prosecution applications for fly-tipping.

Three night operations have been carried out with the Police and the Home Office Immigration Enforcement Team. These led to three arrests, one deportation, 12 notices for interview and the arrangement with the landowner for the demolition of a derelict building. In addition two parks were cleared of rough sleepers prior to their Green Flag inspection and a new encampment on private land being discovered. During the operations the number of rough sleepers found was between 15 to 18 and all were known to services.

Two waste carriers operations were carried out with Police, Home Office Immigration Enforcement and Parking Services Bailiffs. In both operations the total of vehicles stopped and checked were 200, Parking Bailiffs recovered around £6000 in unpaid fines, Home Office Immigration Enforcement arrested 5 individuals, 6 vehicles were seized by Police for no insurance and 6 notices and 3 Fixed Penalty Notices were served for waste transport related matters.

Five entry warrants were executed for ASB related to animals that were causing issues to neighbours. The ASB nuisance related to noise, odours, breeding, physical dog on human attack and cruelty. From these warrants 17 animals were seized and there are now 7 pending prosecutions. In all cases, with the exception of 1 due to an adjournment by the court, all 6 applications by the RET to the courts for possession of these animals to be transferred has been successful.

One person was convicted and sentenced to 20 weeks in prison for animal cruelty where he had set his dogs upon each other to fight in a communal garden in front of all his neighbours including children. Both dogs sustained serious life threatening injuries and the witnesses provided statements to officers of the RET allowing a strong case to be presented at court.

One entry warrant was executed to inspect for compliance of a Abatement Notice in relation to accumulations of waste within a council owner property. The inspection discovered a failure in compliance of the notice and an application to prosecuted is being submitted.

Evidence gathered by the RET was used to assist the Police in their successful application for a Criminal Behaviour Order against a persistent and threatening beggar who harassed and demanded money from people on Slough High Street and other areas close by.

The RET worked as part of a multi-agency working group taking the lead to deal with a well known notorious family on an estate in Colnbrook. Local residents, schools and businesses had been terrorised by the family despite the input of numerous support agencies. The list of activities including, bullying, harassment, criminal damage, assault, killing wild animals and the use of weapons. What made this case particularly difficult was that the Housing Association concerned refused to work with the multi-agency partnership group stating that in its view any legal action would be unsuccessful. Regardless an application by the RET for 3 Interim Youth Injunctions was successful and when one was breached the court amended the Interim Injunction to make the terms stricter.

One Noise operation was carried out with regards to the council's statutory duty to inspect its area for noise nuisance. Using intelligence based on repeat complaints and complaints about incidents out of hours a number of visits were made to areas to inspect for noise and any other ASB. During the operation only one incident was witnessed which is now being followed up in conjunction with other matters relating to HMO management.

Additional projects being undertaken by the officers in the RET during this period include –

- The Curve and associated areas with regards to ASB, waste and pest control.
- High Street and associated areas with regards to ASB, fly tipping and pest control.
- Crime Reduction Environment Day carried out in the Town Centre and separate event in Chalvey
- Two litter pick events with the YMCA and Roma children in Chalvey Park and surrounding areas.

Lynch Hill Valley, involving the use of off road motorbikes. Work has included communication with complainants, procuring of CCTV for installation, communications informing the public about the problem, explaining the law and clarifying what can and cannot be done and inviting the public to give intel on who the individuals are.

Pippin Close, in response to residents complaining about ASB. Work has included a site meeting held with residents and police, follow up site meeting were held with Catalyst Housing who manage the site and Upton Court Girls School's (who own the land where ASB is happening), temporary CCTV installed to monitor fly-tipping and ASB in the area and a meeting with school arranged in the new term to explore the possibility of joint CCTV installation.

As Housing falls into the remit of the RET ASB related to privately rented property has also been included within the scope of this report. During this period one private landlord has been successfully prosecuted for breach of HMO Management Regulations. This ended the use of the property for a number of tenants involved in ASB and criminal behaviour which had previously affected the entire street.

Currently one HMO has been investigated and the Housing Regulation Team will be applying to prosecute that landlord for breach of HMO Management Regulations. This investigation led to the discovery of an unsafe gas and electricity supply, a rear garden full of rubbish and infested with rats, tenant immigration issues, allegations involving arranged shame marriage and possible undeclared earnings and tax evasion.

One of the complex cases the Housing Regulation Team are currently dealing with is a block of flats with extensive issues around its integrity but also with associated tenancy related ASB issues. This case will be ongoing and will require the input from the RET to assist.

Neighbourhood Services East Team ASB Report : April – August 2016

Enforcement Team

Service of an abatement notice on a water supply company treating sewage to reduce and ensure that the numbers of flies remains low.

Currently experiencing a large increase in reports of abandoned vehicles. These are a combination of vehicles that are untaxed, abandoned and have been declared off the road (SORN). Cars are also being sold on highways land have also been an issue. Fixed Penalty Notices have been issued on a vehicle vendor for selling cars in a residential street.

Housing Management Team

Investigations continue into a serious safeguarding issue of alleged bullying and harassment by residents at block of flats due to complaints made eleven residents. It is anticipated that mediation and enforcement action will be required to resolve this sensitive issue..

A property in Wexham where the tenants had caused serious issues of ASB to the neighbours and local community were served with Community Protection Notices. In addition following the breach of a Noise Abatement Notice served against them, noise equipment was also seized and ex parte interim - injunctions served on the tenants. A permanent solution will be sought by recovering the property using the mandatory ground for possession due to ASB which was introduced by the ASB, Crime and Policing Act in 2014.

A major source of ASB in Langley was resolved, following a concerted effort to investigate and pursue many reports of ASB in the area. This resulted in an address and tenant being identified that was the focus of ASB activity. Action was taken to successfully remove the tenant so recovering the property.

Neighbourhood Services North Team ASB Report : April – August 2016

Enforcement Team

A major ASB issue over this period has been an increase in street drinkers at Baylis Park and around the Farnham Road area. Joint working with the police is ongoing to identify individuals and generally tackle the issues.

Over the summer period there has been significant increase in the Haymill area, of the use of motor bikes and mini bikes on grassed community areas and surrounding roads causing noise, creating nuisance and a danger to local residents. Work with the police to tackle this issue and, identify individuals is ongoing.

Housing Management Team

Work with the police identified a number of properties linked through drug dealing and anti social behaviour. A Closure Order and subsequent extension was obtained on one tenancy, where the tenant was able to continue to live in the property but only have specified visitors.

Due to a breach of the order the police arrested a number of visitors which acted as a deterrent. A multi agency approach was taken including Safeguarding, Social Care etc. Outright Possession of two properties was granted where there was a combination of drug dealing, ASB and rent arrear issues. A further four properties have been issued Notice of Seeking Possession on ASB grounds. Currently these tenants behaviour has improved. In all cases, appropriate partner agencies and colleagues have been involved where necessary.

Two other cases of serious ASB arising from alcohol abuse have been taken forward for action. Both cases have involved significant partnership working including Police, Public Health, Safeguarding, CMHT, Social Care and the Fire Service. One of these cases has resulted in cooperation by the offender resulting in a support package being provided, whilst in the other case, a lack of cooperation has resulted in a possession order being granted and a warrant for eviction being given.

An eviction was carried out that concerned an individual where the council had obtained an injunction relating to their ASB in the locality of their home. The outcome of this case is the neighbours including a school, children and parents, teachers and staff, and other residents no longer have to put up with drunken behaviour leading to swearing, homophobic language, threatening behaviour, and loud music. This was a significant achievement with a positive outcome for the community.

Neighbourhood Services South Team ASB Report : April – August 2016

Enforcement Team

A particular feature of this period has been an increase in reports from residents about vehicles. Some of this increase can be attributed to an increasing pressure on parking resulting in residents complaining that vehicles have been abandoned when in fact they have been parked inconsiderately or parked for a long period of time.

Complaints about anti-social behaviour linked to privately owned properties and land have been received. In some cases where landowners refused to take action we have taken action directly to remove the source of the problem.

These “works in default” have included work to clear and repair a private house that was deemed to be filthy and verminous but the owner occupier is very vulnerable and unable to do the works himself. In addition to clearing the property we also made a referral to Adult Safeguarding to ensure the resident was receiving appropriate support. We have also carried out “works in default” at a block of privately owned flats where the owners and managing agents were unable to clear and prevent fly-tipping around the bin store area. Legal action against the freeholder of this block is now being taken for breaching the terms of the Community Protection Notice that was served on them to keep the bin area clean and secure the garages for the flats.

Action was taken against a large supermarket in Cippenham for failing to prevent fly tipping in their car park, failing to take action to stop their fire alarm sounding continuously due to a fault on the fire system and failing to prevent light nuisance from their car park affecting

neighbouring residential properties. Through a combination of negotiation and enforcement action these various nuisances were stopped.

Each summer parts of the southern neighbourhood (particularly around Upton Park) are subject to traveller incursions; so far there have been four incursions in the south of the borough. These were dealt with swiftly by the team and the travellers have usually moved on within 2 or 3 days.

In the early part of the summer the team carried out a number of Waste Carrier checks on Farnham Road to ensure that vehicles carrying waste to a site based in the locality had appropriate documentation. The nearby privately owned waste recycling centre was subject to a range of enforcement action that meant waste could not be accepted onto the site.

Housing Management Team

We the first team to evict a tenant on an Introductory Tenancy due to anti-social behaviour. Neighbours had reported concerns about drug dealing at the property and working with the Police and colleagues in the Rent Recovery Team we were able to successfully seek a warrant for eviction from the court.

7. Neighbourhood Services – Areas for Development

Currently the service is maintaining its existing workload. Further service development will be subject to budgetary constraints. Review of reporting systems and collation of performance information.

8 Challenges

The biggest challenge the Neighbourhoods Team faces is the potential reduction to budget resources, as the council makes year on year savings.

This team works on the most challenging and complex cases that have a significant negative impact on the residents of Slough, in the form of real fear and detriment to well-being. Often those targeted are the most vulnerable in our communities; the team therefore needs to safeguard their well-being.

The Neighbourhoods Team often has an opportunity to make a real difference by acting quickly to resolve the issues in the short term and then move to take legal action for a sustainable outcome and sustainable resolution.

Any further reduction to budgetary resource will seriously diminish the effectiveness and ability of this team to respond to serious issues that ultimately blight the life's of the people of Slough.

9 Conclusion

The Neighbourhoods Team will continue its focus on the delivery of this work as detailed above. The team has been successful in resolving matters in a long-term sustainable manner and will continue with this approach. However, if the work of the Neighbourhoods Team is subject to budget cuts, elements of this work will not be delivered due to the necessary requirement of prioritising work based on risk and harm.

10 Appendices Attached

None.

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 15th September 2016

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

WARDS: All

PART I
FOR COMMENT & DECISION

OVERVIEW AND SCRUTINY COMMITTEE – 2016/17 WORK PROGRAMME1. **Purpose of Report**

For the Overview and Scrutiny Committee (OSC) to identify priorities and topics for its Work Programme for the 2016/17 municipal year.

2. **Recommendations/Proposed Action**

2.1 That the OSC:

- 1) identify the major issues it would like to cover in the 2016/17 municipal year;
- 2) agree, where possible, timing for specific agenda items during the 2016/17 municipal year; and
- 3) consider whether there are any items which it would like to request one of the Scrutiny Panels add to their Work Programmes for the municipal year.

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

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

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

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- The centre of Slough will be vibrant, providing business, living, and cultural opportunities
- Slough will be one of the safest places in the Thames Valley

- More people will take responsibility and manage their own health, care and support needs
- Children and young people in Slough will be healthy, resilient and have positive life chances
- The Council's income and the value of its assets will be maximised
- The Council will be a leading digital transformation organisation

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

4. **Supporting Information**

4.1 The purpose of Overview and Scrutiny is to hold those that make decisions to account and help Slough's residents by suggesting improvements that the Council or its partners could make.

4.2 Prioritising issues is difficult. The Scrutiny function has limited support resources, and therefore it is important that the work scrutiny chooses to do adds value.

4.3 There are three key elements that make up the responsibilities of the Overview and Scrutiny Committee:

- provide transparency and public accountability for key documents relating to the financial management and performance of the Council;
- scrutinise significant proposals which are scheduled for, or have been taken as, a Cabinet/Officer delegated decision; and
- strategic shaping of service improvements relating to the Cabinet Portfolios of Finance & Strategy and Performance & Accountability

4.4 In considering what the OSC should look at under points two and three above, Members are invited to consider the following questions:

- *To what extent does this issue impact on the lives of Slough's residents?*
- *Is this issue strategic and pertinent across the Borough?*
- *What difference will it make if O&S looks at this issue?*

5. **Suggested Topics**

5.1 It is generally recommended that a Scrutiny Committee should aim to look at no more than 3 or 4 items in any one meeting. This limited number can prove challenging, but does allow the Committee to delve down into specific subject areas and fully scrutinise the work that is being undertaken.

5.2 This will be a continuous process, and flexibility and responsiveness vital to success. It is important not to over-pack the Committee's agenda at the start of the year, which will not allow the flexibility for the Committee to adapt to take into consideration issues that have arisen during the year.

6. **Resource Implications**

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

7. **Conclusion**

- 7.1 The Overview and Scrutiny Committee plays a key role in ensuring the transparency and accountability of the Council's financial and performance management, and strategic direction. The proposals contained within this report highlight some of the key elements which the Committee must or may wish to scrutinise over the coming municipal year.
- 7.2 This report is intended to provide the Committee with information and guidance on how best to organise its work programme for the 2016/17 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 2016/17 Municipal Year

9. **Background Papers**

None.

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OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2016/2017

Meeting Date
Thursday 15 September 2016
<ul style="list-style-type: none"> • Performance and Financial Management – Q1 • Elections • Anti-social behaviour • Environmental Services contract
Wednesday 26 October 2016 – JOINT MEETING WITH EDUCATION & CHILDREN’S SERVICES SCRUTINY PANEL
<ul style="list-style-type: none"> • Single agenda item – one year update on Children’s Services Trust (to include Children’s Centres, responsibility taken over by Trust on 1st October)
Thursday 17 November 2016
<ul style="list-style-type: none"> • Performance and Financial Management – Q2 • Housing – allocation of scrutiny workload
Thursday 12 January 2017
<ul style="list-style-type: none"> • Transactional Services – performance update • Transport – overall strategy for Slough
Thursday 2 February 2017
<ul style="list-style-type: none"> • Proposed date – Budget • Performance and Financial Management – Q3

Meeting Date
Thursday 9 March 2017
Thursday 13 April 2017
<ul style="list-style-type: none"> • Policing • Scrutiny Annual Report • Petitions – annual summary

Currently Un-programmed:

- Housing Strategy and Housing Stock/Revenue Account – to be taken as part of 17th November item
- Local Plan
- Town Centre
- Local economy
- Children’s Services Trust – approach regarding meetings with OSC to be confirmed at meeting on 26th October
- Adult social care

MEMBERS' ATTENDANCE RECORD 2016/17
OVERVIEW AND SCRUTINY COMMITTEE

COUNCILLOR	14/06/16	14/07/16	15/09/16	26/10/16 (Joint Meeting with ECS Panel)	17/11/16	12/01/17	02/01/17	09/03/17	13/04/17
Bedi	P	P							
Coad (Committee Member until 8/8/16)	P	P							
N.Holledge	P	P							
Nazir	P	P							
Parmar	Ap	Ab							
Sadiq	P	P							
A.Sandhu	P	P							
R.Sandhu	Ap	P							
Strutton	P	P							
Usmani (Appointed to Committee from 8/8/16)									

P = Present for whole meeting
 Ap = Apologies given

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

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