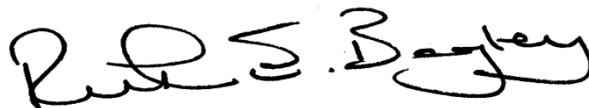


Date of issue: Friday, 9 September 2016

<b>MEETING:</b>	<b>CABINET</b> Councillor Munawar Councillor Hussain  Councillor Ajaib Councillor Bal Councillor Matloob Councillor Sharif  Councillor Sohal	Finance & Strategy Education & Children's Services / Health & Social Care Housing & Urban Renewal Environment & Leisure Transport & Highways Digital Transformation & Customer Care Regulation & Consumer Protection
<b>DATE AND TIME:</b>	<b>MONDAY, 19TH SEPTEMBER, 2016 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF</b>	
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	<b>NICHOLAS PONTONE  01753 875120</b>	

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 I

Apologies for absence.

1. **Declarations of Interest**

*All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 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 Meeting held on 18th July and the Special Meeting held on 5th September 2016	1 - 14	-
3.	<b>Future delivery of the Council's education related functions and children's centres</b>	To Follow	All
4.	<b>Procurement of Environmental Services</b>	15 - 44	All
5.	Financial & Performance Report: 1st Quarter 2016/17	45 - 156	All
6.	<b>Revenue Support Grant - Efficiency Statement</b>	157 - 160	All
7.	<b>Refresh of Slough Joint Wellbeing Strategy</b>	161 - 182	All
8.	References from Overview & Scrutiny	183 - 186	All
	<ul style="list-style-type: none"><li><i>Hollow Hill Lane Experimental Scheme – referred by the Neighbourhoods &amp; Community Services Scrutiny Panel, 8<sup>th</sup> September 2016</i></li></ul>		
9.	Notification of Forthcoming Decisions	187 - 198	All
10.	Exclusion of Press and Public		

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

**PART II**

11. Part II Minutes - 5th September 2016 199 - 202

**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.

Note:-

**Bold = Key decision**

Non-Bold = Non-key decision

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**Cabinet – Meeting held on Monday, 18th July, 2016.**

**Present:-** Councillors Munawar (Chair), Hussain (Vice-Chair), Ajaib, Bal, Matloob, Sharif and Sohal

**Also present under Rule 30:-** Councillors Anderson, Swindlehurst, Bains, Brooker, Carter, Chahal, Davis, Nazir, Parmar and Sadiq

**Apologies for Absence:-** None

**PART 1**

**18. Declarations of Interest**

Councillor Bal declared a personal interest in that his daughter worked for Slough Borough Council.

**19. Minutes of the Meeting held on 27th June 2016**

**Resolved –** That the minutes of the meeting of the Cabinet held on 27<sup>th</sup> June 2016 be approved as a correct record.

**20. Leisure Capital Programme – The refurbishment of Slough Ice Arena and the provision of a temporary ice facility**

A report was considered that set out the options for the Cabinet to consider in relation to the provision of a temporary ice facility during the period of closure for refurbishment of Slough Ice Arena. The matter had been discussed by the Overview & Scrutiny Committee at its meeting on 14<sup>th</sup> July and had recommended as follows:

*“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.”*

The background and options considered since the original decision not to provide a temporary facility during the nine-month period of closure were reviewed. The estimated revenue cost of a full size facility was between £632,000 up to a worst case scenario of £1,200,000 primarily for utility and enabling works, and there was currently no provision for this cost so any decision to provide such a facility would result in either additional in year savings or calling on General Fund reserves. It was confirmed that there was some headroom in the available reserves, but the costs could not be capitalised. Commissioners recognised the concerns that had been raised by the community and ice users about the period of closure, which is why they had asked the Overview & Scrutiny Committee to consider the options and make a recommendation on the way forward.

A number of questions were asked about the availability of such a temporary facility; the location and associated planning issues; and the financial risk in view of the revenue budget pressures facing the Council. Officers confirmed that they had made preliminary inquiries into the availability of a full size temporary rink and it was believed such a facility could be sourced. The likely location was close to the existing Ice Arena and further work could be done to try to reduce the estimated costs if the Cabinet agreed in principle to explore this option. Speaking under Rule 30, Councillors Anderson, Swindlehurst and Carter raised a number of issues including whether a temporary facility would delay the refurbishment timetable; the findings of the Equalities Impact Assessment; the potential to reduce the cost by implementing a travel plan for Council staff currently using the Montem car park; and the wider costs of not providing a temporary facility in terms of physical inactivity and health. The questions were answered and comments noted. It was confirmed the refurbishment was still scheduled to begin in November 2016. The Leader confirmed all of these issues would be taken into account in reaching a final decision that was in the best interests of the whole community. The Cabinet emphasised the importance of communication with user groups to ensure they understood the Council's position.

At the conclusion of the discussion, the Cabinet endorsed the recommendation of the Overview & Scrutiny Committee to explore the option of a full size, temporary ice rink that met the needs of the range of ice users. Officers were asked to seek to reduce the cost of temporary provision and complete this work as quickly as possible to minimise uncertainty to ice users.

**Resolved –**

- (a) That the recommendation of the Overview & Scrutiny Committee be endorsed and that Officers 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.
- (b) That subject to the outcome of the exploratory work in resolution (a), the Cabinet consider a further report on the costs, risks and community benefits of the provision of a temporary ice facility and considers making any recommendations to full Council.
- (c) That Officers continue to work on a programme for the capital improvement scheme to Slough Ice Arena, closing the facility in November 2016 to enable works to commence on site.

**21. Reconfiguration of the Borough's Activities Offer for People with Learning Disabilities**

A report was considered on the next stage of the Learning Disabilities Change Programme that sought to support people with learning disabilities by giving people more control over their lives and to live independently as part of the community. The proposal was to support more people with less complex

needs in community based activities; to retain and invest in the day centres at Priors and Phoenix and to close the Elliman centre.

The plans were in line with the Council's strategy to provide the services that were right for each individual and respond to the changing needs of such provision. The refurbishment of Priors and Phoenix was a capital investment of £1,100,000 and the overall reconfiguration was projected to result in a revenue saving of £350,000. It was confirmed that there would still be building based day services for those that needed them, and other users would be supported with a bespoke programme of community based activities following consultation with each individual and their families.

Commissioners sought assurance that changes to the service would work for those using them and that there was sufficient capacity in the two retained centres. It was responded that detailed work had been undertaken based on the known needs of service users and it was confirmed there would be sufficient capacity at Priors and Phoenix for those that required such services. Many people currently using Elliman already accessed community based services and the location of the centre was not ideal for supporting vulnerable adults. Officers were working with the Council's leisure team, community centres and the SPACE consortium to develop the community activities.

The Cabinet discussed a range of issues including the engagement with people and their families; the support to help service users adjust; and the timescales for implementing the change. It was recognised that there was strong attachment to the centres and managing the transition to different types or locations of services was important. Each individual's needs would be assessed, following consultation with their families, with a view to closing the Elliman centre in the new year once this process was complete. The Cabinet was assured that the process would not be rushed and proper time would be taken to provide the right service offer for each person.

Councillors Anderson and Swindlehurst asked a number of questions under Rule 30, including the rationale for choosing Elliman as the site for closure; and further detail on the refurbishment of Priors and Phoenix. Each site had been carefully assessed and the location in a residential area and ASB issues were identified as reasons for recommending the closure of Elliman. The role of scrutiny was raised and it was confirmed that the closure was discussed at the last meeting of the Health Scrutiny Panel as part of wider consideration of the Learning Disabilities Plan. The Commissioner for Health & Social Care suggested, and it was agreed, that a further report be provided to the Health Scrutiny Panel and then to Cabinet prior to any final decision to close the centre. The Cabinet then agreed the recommendations set out in the report.

**Resolved –**

- (a) That the Council's activities offer for people with learning disabilities be reconfigured. People with less complex needs would be supported to access community based activities. People would be able to exercise their right to choose and control which community based activities met

their individual needs through the use of direct payments. People with more complex care needs who require specialist support would continue to be supported by the Councils day centres.

- (b) That the reconfiguration of the existing council's day centres include the retention of the Priors and Phoenix services and the closure of the Elliman centre.
- (c) That the decision of when to reconfigure the services be delegated to the Director of Adult Social Care following consultation with the Commissioner for Health and Social Care.
- (d) That a further report be provided to the Health Scrutiny Panel and then Cabinet once progress had been made in reconfiguring the services and prior to a final decision on the timing of the reconfiguration.

## **22. Statutory Service Plans**

The Cabinet considered a report that sought endorsement for the Statutory Service Plans for food safety, health and safety and trading standards to be recommended to full Council on 26<sup>th</sup> July 2016.

The detailed plans reflected the extensive work undertaken by the teams and were consistent with the Five Year Plan. The Commissioner for Regulation & Consumer Protection drew attention to the important work being done to protect vulnerable people who were at risk of rogue traders, scams and financial fraud. The team were also focused on supporting and enabling local businesses by assisting them in meeting their legal requirements.

Commissioners discussed the increasingly commercial approach towards relevant aspects of the service such as the Primary Authority scheme; and the trends in relation to Food Hygiene Rating Scheme. The Cabinet commended the team on the important work they were undertaken on behalf on the residents and businesses of the town and agreed to recommend endorsement of the three service plans to full Council.

**Recommended –** That the Statutory Service Plans in relation to the Food Safety, Health & Safety and Trading Standards work undertaken by the Council be endorsed.

## **23. Financial Planning Update 2016-21**

The Interim Assistant Director Finance & Audit introduced a report setting out the latest financial planning assumptions for future years as well as highlighting the risks associated with the 2016-17 budget proposals.

It was recognised that the Council continued to face significant financial challenges given in view of the continued major reductions in the Revenue Support Grant (RSG) and other Government funding over the period of the Medium Term Financial Strategy (MTFS). The Cabinet noted the updated

planning assumptions, including an assumed rise in Council Tax of 3.75% in the next financial year, however it was confirmed that this was an assumption for budgeting purposes and decisions would be taken by Members through the normal budget setting process. There was a savings requirement of £38m over the next four years, with £12m in 2017-18. The financial plans may also need to be adjusted given the uncertain impact on the Council's financial position of the significant macro-economic turbulence arising from the EU referendum.

Commissioners discussed the potential impacts of the Brexit vote, the Bellwin scheme, the progress being taken to increase income generation and the position regarding the Council's reserves. The current General Fund reserve was £8.1m, against a minimum of £7.3m, and it was considered this was reasonable but not excessive given the financial circumstances of the Council. Speaking under Rule 30, Councillor Anderson asked about the current revenue position for the first quarter of 2016-17 and whether any departments were overspending. The Officer agreed to circulate a briefing paper to all Members to update them on the in year position. Councillor Swindlehurst queried the level of directorate pressures coming through and asked about the steps being taken to contain overspends. It was responded that the MTFs included an assumption that directorate pressures would be contained at £2m each year which simply provided some tolerance in the model for planning purposes.

The Cabinet also considered the Government's new financial offer to local authorities in the form of a four year minimum RSG settlement. A decision on whether to accept the offer set out in paragraph 5.5 of the report needed to be taken by October, and it was recommended that in view of the Chancellor's decision to relax the requirement for a budget surplus by 2020 that the final decision be delegated and taken following a further report to Cabinet in September.

**Resolved –**

- (a) That the latest financial planning assumptions contained within the Medium Term Financial Strategy be noted.
- (b) That the creation of an efficiency statement be noted, with final sign off to approve delegated to the Section 151 Officer following consultation with the Commissioner for Finance & Strategy before the 14th October following a further cabinet update.

**24. Risk Based Verification Framework**

A report was considered that sought approval for the introduction of a Risk Based Verification Policy (RBV) for Housing Benefit and Council Tax Support benefit claims. The Policy, at Appendix A to the report in Part II of the agenda, was considered without disclosing any exempt information.

The policy would help people to access the appropriate benefits and process claims more quickly by applying different levels of evidence verification to claims according to the potential risk associated with those claims. It was voluntary and would streamline the process for lower risk claims allowing resources to be more targeted on processing more complex cases. Arvato had been engaged and they were on board with the new approach.

Members discussed how the policy could assist in tackling benefit fraud and asked about the number of claimants likely to use the new system. As the scheme was entirely voluntary the number who would chose to use it was unknown. Claimants would need to provide their national insurance number and it was expected that the risk of fraud could be reduced overall by implementing the policy. At the conclusion of the discussion the Cabinet agreed to adopt the use of Risk Based Verification Policy with effect from 1<sup>st</sup> October 2016.

**Resolved –**

- (a) That the use of a Risk Based Verification Policy for benefit claims and the policy at Appendix 1 be noted and agreed.
- (b) That it be agreed that if all new claims will be assessed using Risk Based Verification with effect from 1 October 2016.

**25. Proposed Amendments to Home to School Transport Policy**

A report was considered seeking approval for proposed changes to the Home to School Transport Policy. The policy had not been updated for some time and the changes aimed to promote independent travel; provide for annual reviews; increase the mileage allowance for parents and carers to 45 pence per mile; clarify provision for those aged 16-25; and remove the discretionary element for transport in future cases.

The rationale for the proposals was discussed and it was noted that the changes would promote the strategic objectives of independent travel and help to contain some of the rising costs of home to school transport. Increasing the mileage rate would incentivise parents and carers to transport children to school and improve the experience for children currently using minibus provision.

Speaking under Rule 30, Councillor Brooker welcomed the measures to promote independent travel but asked the Cabinet to rethink the proposal to withdraw the discretionary element of transport for qualifying children below statutory school age on the basis that early help for children for children with special educational needs led to better outcomes. It was responded the proposal related solely to the transport provided for future cases and would not impact on any child currently in receipt of such assistance. There was no statutory requirement to provide transport for children below school age and a consultation had been carried out. Savings made from the withdrawal of the discretionary element would help to offset the rising costs of transport for

children of statutory school age. The Cabinet carefully considered the points raised before decided to agree to the recommendation to remove the discretionary element. If particular concerns arose following implementation than the policy could be reviewed.

Councillor Anderson raised several issues including whether the Council's Environmental Quality Team had been consulted in relation to the potential for the changes to increase car use. In response, it was stated that such consultation had not taken place but that they would be engaged to ensure consistency with the Council's wider strategic approach to green travel. It was also highlighted that it was likely that any increase in car use would be offset by a reduction in the use of taxis so the net impact was considered to be minimal.

At the conclusion of the discussion, the Cabinet agreed the proposed changes to the Home to Schools Transport policy and that the impacts would be kept under review to ensure it met the strategic objectives set out.

**Resolved –**

- (a) That the mileage allowance be increased from 15p per mile to 45p per mile payable to parents who are able to transport their children to school when their child meets the eligibility criteria for home to school transport. This would bring the mileage allowance into line with the local authority rate and be reviewed annually. This would be introduced with effect from 1 September 2016.
- (b) That the discretionary element of the home to school transport policy be removed, which provides transport for children under statutory school age who are in receipt of a statement for Special Educational Needs or an Education, Health and Care Plan or undergoing an assessment of their educational needs where they meet the criteria for transport. Given the notice period required to publicise this change the implementation date for this change would be 1 September 2017.
- (c) That the emphasis to promote independent travel for children and young people wherever possible be endorsed.

**26. Contracts in Excess of £250,000 in 2016/17**

A report was considered that sought the Cabinet's endorsement to commence tendering for two contracts in excess of £250,000 to be let during the 2016/17 financial year. The contracts were additional to those already endorsed by Cabinet in April 2016.

The first contract was to deliver local based youth provision to support positive activities and early help for 11-19 year olds. This followed a review of existing contracts and would run from January 2017 to March 2019 with a total contract value of £281,250. The second contract was an integrated cardiac prevention programme to increase the offer and uptake of Health Checks and

## **Cabinet - 18.07.16**

reduce the risk factors for cardiovascular disease in at least 800 people per annum. The contract had an estimated value of £150,000 per annum for three years with an option to extend for a further year. After due consideration, the Cabinet endorsed the commencement of tendering for the two contracts.

**Resolved** – That the intention to commence tendering for the following contracts be endorsed:

1. Locality Based Youth Support.
2. Integrated Cardiac Prevention Programme.

### **27. References from Overview & Scrutiny**

The recommendations in relation to a temporary ice facility were considered during item 3 of the agenda [Minute 20 refers].

There were no further references from the Overview & Scrutiny Committee or Panels.

### **28. Notification of Forthcoming Decisions**

**Resolved** – That the published Notification of Decisions for the period between July to September 2016 be endorsed.

### **29. Exclusion of Press and Public**

**Resolved** – That the press and public be excluded from the meeting during the consideration of the item in Part II of the agenda as it involved the likely disclosure of exempt information relating to an action taken or to be taken in connection with the prevention, investigation or prosecution of crime and the disclosure would not be in the public interest as defined in Paragraph 7a of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).

### **30. Risk Based Verification Framework - Appendix A**

The Housing Benefits Risk Based Verification Policy was approved as part of matters resolved during Part I of the meeting without disclosing an exempt information.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.39 pm)

## **Cabinet – Meeting held on Monday, 5th September, 2016.**

**Present:-** Councillors Munawar (Chair), Hussain (Vice-Chair), Ajaib, Matloob, Sharif and Sohal

**Also present under Rule 30:-** Councillors Anderson, Bains, Brooker, Chahal (part), Amarpreet Dhaliwal, Mann (part), Morris (part), Nazir, Pantelic, R Sandhu (part), Strutton (part), Swindlehurst and Wright

**Apologies for Absence:-** Councillor Bal

### **PART 1**

#### **31. Declarations of Interest**

No declarations were made.

#### **32. Provision of a Temporary Ice Facility**

The Cabinet considered a further report on the potential provision of a temporary ice facility during the nine-month period of closure for a £7.7m refurbishment of the existing arena from November 2016.

Following the resolutions at the Overview & Scrutiny Committee on 14<sup>th</sup> July and the Cabinet on 18<sup>th</sup> July, Officers had undertaken further work on the option of full size temporary rink at the Montem site that could cater for the needs of the whole community. The proposal for the Cabinet to consider was for a fully enclosed and secure temporary 20m x 50m rink complete with full operations and management, staffing, seating for 300 spectators, changing area, toilets and skate hire. The Council's role would be to provide the site to the rear of Montem Leisure Centre, temporary car park for 125 cars, enabling works, utility connections and CCTV at a total cost of £336,000.

The Cabinet welcomed the work that had been done to provide a facility suitable for all users at a substantially reduced cost from the £632,000 estimated in the previous report in July. Commissioners asked about the risk of overspend; the measures to ensure the quality of the facility; and the contribution of utility providers. Any major project had an element of risks that unexpected costs would emerge during delivery and a contingency of 10% had therefore been included in the proposed costs. A contract manager from the Council would make regular checks of the facility and seek feedback from service users to monitor quality standards. Discussions had been held with the utility provider but they had not been able to provide direct support in terms of ongoing utility costs. The anticipated period of closure was nine months but the plans and costs for the temporary facility were for twelve months to mitigate any possible delays.

Councillors Amarpreet Dhaliwal, Bains, Anderson and Swindlehurst asked a number of further questions under Rule 30 about how the costs had been reduced from the estimates in July. Several factors were highlighted including the identification of a provider who would operate the facility free of charge; driving down costs such as for the temporary car park by selecting matting rather tarmac; and successful negotiation and partnership working as a community project. The refurbishment was on track to begin in November and the temporary facility was planned to open two weeks after the closure once the ice infrastructure was in place. The proposal was subject to planning approval.

At the conclusion of the discussion, the Cabinet agreed to support the temporary facility. As the costs were not in the approved financial framework, it was agreed that the Cabinet would recommend the proposed expenditure to full Council at the meeting on 27<sup>th</sup> September 2016.

**Recommended –** That the provision of a temporary ice facility on the Montem site at a cost of £336,000 be agreed.

### **33. Treasury Management Annual Report**

The Cabinet considered an annual report on treasury management activities for 2015-16 and the first part of 2016-17. Approximately £70m was invested at any one time and the current strategy had been successful in generating £2m last year which was important in supporting services and balancing the revenue budget. A risk averse approach was being taken and the Council was one of the top performing authorities on treasury management amongst comparators.

The Cabinet discussed the changing risk environment following recent financial turbulence, particularly the impact of Brexit. Speaking under Rule 30, Councillors Anderson and Swindlehurst raised several issues including how the strategy would be evolved to continue the high level of performance in view of the changing economic position. It was responded that investments were constantly reviewed in line with the principles of the Treasury Management Strategy. Decisions were taken following careful consideration and advice from Arlingclose.

At the conclusion of the discussion, the Cabinet agreed to note the annual update of treasury management activity.

**Resolved –** That the summary of treasury management activity in 2015-16 and the first part of 2016-17 be noted.

### **34. Additional Contract in Excess of £250,000 in 2016/17**

A report was considered that sought the Cabinet's endorsement to commence tendering for a further contract in excess of £250,000 to be let during the 2016/17 financial year. The contract was additional to those already endorsed by Cabinet in April and July 2016.

The contract would be for the Capita SIMS.net and FMS Support Service which provided a helpdesk, training and information/support to schools. It was proposed to tender for a three-year contract with a total estimated value of £420,000. After due consideration, the Cabinet endorsed the commencement of tendering for the contract.

**Resolved –** That the intention to commence tendering for the CAPITA SIMS.net and FMS Support Service contract be endorsed.

### **35. Proposal to establish Housing Company Group Structure**

The Commissioner for Housing & Urban Renewal introduced a report that sought approval to establish a company group structure to introduce two new wholly Council owned subsidiary housing companies. The principle aims were to improve choice, increase quality and meet varying forms of housing need locally. The two companies would be Herschel Homes to provide market rent properties and Slough Homes (which was a working title) to provide affordable homes and help the Council better discharge its duties to homeless and other groups of people. Approval was sought for officers to develop a full business case and structure and bring a further report to Cabinet by December 2016.

Commissioners recognised the importance of both seeking to address local housing need and generate income to support the Council's revenue budget. It discussed the differing purposes of both companies and particularly the potential of Slough Homes in improving provision and reducing the cost of temporary housing. The previously considered proposals for a subsidiary housing company differed insofar as that was for a development company for smaller sites and that function was now being taken forward by Slough Urban Renewal.

Councillors Nazir, Bains, Amarpreet Dhaliwal, Swindlehurst and Anderson asked questions and commented on the proposals under Rule 30. It was noted that advice would be sought and best practice used on the governance arrangements and the use of non-executive directors; the rationale for two separate companies was clearly explained; and that the companies would be in scope of the Council's scrutiny arrangements. Slough Homes would offer properties at affordable rents and the balance would be carefully assessed in the business case development. It was recognised that the proposal did not in itself increase the supply of housing, however, it was one part of a wider strategy on housing that was emerging.

The Cabinet agreed the recommendations to take the proposal forward and receive a further report by December 2016 on the business case.

**Resolved –**

- (a) That it be agreed that officers build a business case and structure for two subsidiary housing companies: a) Herschel Homes, which will provide

market rent properties and b) Slough Homes, which will provide homes which are affordable to local people and assist the Council better discharge its duties to homeless and other groups of people - these homes will be part of the assets of the Companies and their acquisition will be funded by the Council from the General Fund.

- (b) That it be noted that both Herschel Homes and Slough Homes would be companies limited by shares with the Council being the sole shareholder.
- (c) That the Strategic Director Housing, Regeneration and Resources be given delegated authority to establish a project team to progress the realisation of the proposed company structures.
- (d) That the list of 'next steps' as set out in section 5.33 of the report be noted.
- (e) That an update report on Herschel Homes and Slough Homes be presented to Cabinet by December 2016, which would be supported by a detailed business plan and indicative programme.

### **36. Old Library Site - Development Options**

The Commissioner for Housing & Urban Renewal introduced a report that sought approval to build 60 residential apartments on the Old Library Site in addition to the two hotels and a restaurant agreed by Cabinet in June 2016. It was proposed that the entire mixed use scheme be developed by Slough Urban Renewal. Further to the earlier decision on the establishment of two subsidiary housing companies, these residential units would provide an opportunity for the Council to realise a long-term income stream and capital appreciation through renting Herschel Homes.

An options appraisal for the remainder of the site had been undertaken and this was noted in the Part II Appendix 1 without disclosing any of the exempt information. In summary, the credible options were for either residential or office development, with the potential for the Council to utilise some of the office space. The Commissioner highlighted that options appraisal had resulted in a recommendation for the mixed use development to include 60 residential apartments on the remainder of the site. There were already a wide range of plans and projects in the Heart of Slough to stimulate town centre regeneration and it was considered the residential option would best meet both strategic and financial objectives. Subject to the relevant approvals, it was envisaged that work would start on site in 2017 and complete in the third quarter of 2019.

Councillors Swindlehurst, Bains and Anderson raised a number of issues under Rule 30 including the comparative future income from Business Rates or Council Tax receipts; the social value created in the form of apprenticeship opportunities for local people; and the proposed tenancy mix, with concerns expressed about the proportion of social housing as part of the development. The responses were noted and further information would be provided on the significant local benefits that had been committed through the SUR. Further

detail on the tenancy mix would be provided through the planning process and the Planning Committee would have to consider this matter before making a determination.

At the conclusion of the discussion, the Cabinet agreed to include 60 residential apartments as part of the mixed used development and that it be developed by Slough Urban Renewal.

**Resolved –**

- (a) That it be agreed that in addition to building two hotels and a restaurant, the mixed-use scheme should include 60 residential apartments.
- (b) That it be noted that having previously granted an option over the land, the entire mixed-use scheme be developed by Slough Urban Renewal.
- (c) That it be noted that a separate report would be presented to Cabinet in spring 2017 that sought approval to dispose of the residential element for a sum that reflects the best value valuation.

**37. Notification of Forthcoming Decisions**

**Resolved –** That the published Notification of Decisions for the period between September to November 2016 be endorsed.

**38. Exclusion of Press and Public**

**Resolved –** That the press and public be excluded from the meeting during the consideration of the item in Part II of the agenda as it involved the likely disclosure of exempt information relating to the financial and business affairs of any particular person (including the authority holding that information) as defined in paragraph 3 of Part 1 the Schedule 12A the Local Government Act 1972 (amended).

Below is a summary of the matters agreed during Part II of the agenda.

**39. Old Library Site Development Options - Appendix 1**

The Part II Appendix was noted and considered in resolving the matters during Part I of the agenda.

**40. Heart of Slough, North West Quadrant/ William St Car Park and Ancillary Land**

An approach was agreed, and relevant delegated authority given, to take steps to promote the redevelopment of the North West Quadrant.

**41. Proposals for the Delivery of the Schools Expansion Programme**

Delegated authority was given to progress proposals for the delivery of the schools expansion programme.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.24 pm)

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet                      **DATE:** 19<sup>th</sup> September 2016

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

**(For all Enquiries)** (01753) 875275

**WARD(S):** All

**PORTFOLIO(S):** Commissioner for Transport and Highways  
Cllr Fiza Matloob  
Commissioner for Environment and Leisure  
Cllr Joginder Bal

**PART I**  
**KEY DECISION**

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

To inform members that following a review of commercial considerations for the Council, including the capacity for income generation, a commercial model has been generated for the provision of Environmental Services and Highways. This model provides financial best value for the Council. This outcome, combined with the benefits arising from the Local Authority's ownership and accountability for the new services, has led to the recommendation that this in-house model should be the proposed new vehicle for the delivery of Environmental Services and Highways from December 2017 onwards.

To request that following its consideration of this report, that Cabinet resolve and instruct officers to commence to put into place arrangements for the delivery of Environmental Services and Highways in – house;

To resolve that the Council delivery vehicle should be a 'Teckal company' limited by shares with the Council as the sole shareholder for the insourced provision of these services;

To advise Cabinet on the timeline for delivery and resource implications on the insourcing proposal but to also provide a comparator to the previously proposed outsourcing proposals;

Having considered the recommendations set out in this report, including the time available as well as the resources required, that Cabinet resolve to delegate necessary powers to the Strategic Director, Customer & Community Services to have the option (following consultation with the Head of Legal Services) to seek to negotiate an extension of the existing contract as a temporary contingency in the event that, due to unforeseen circumstances, that new arrangements cannot be finalised prior to the existing contract termination date.

## 2. Recommendations/Proposed Action

The Cabinet is requested to resolve:

- (a) That Officers be instructed to commence to put into place arrangements for the delivery of Environmental Services and Highways in – house, thereby rescinding its decision made on 14 March 2016 for the procurement of a contract for the external delivery of Environmental Services.
- (b) That the Council delivery vehicle should be a ‘Teckal company’ limited by shares with the Council as the sole shareholder for the insourced provision of these services.
- (c) That the necessary powers be delegated to the Strategic Director, Customer & Community Services to have the option (following consultation with the Head of Legal Services) to seek to negotiate an extension of the existing contract as a temporary contingency, if required.

## 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.

- ***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**

The Waste Treatment contract is key to the provision of disposal of materials collected from waste collection service that provides a residual waste, recycling, commercial and green waste kerbside service. The waste treatment contract is vital to the provision of clinical waste disposal from the kerbside collection and the provision of hazardous materials disposal from the Household Waste Recycling Centre.

## **4. Other Implications**

### **(a) Financial**

#### **Environmental Services Contract:**

The financial implications of Environmental Services are exceptionally significant having a combined total value of over £8 million (excluding additional works) and nearly £12 million including highways, pass through costs and additional works. With regard to the proposal to 'insource services' this report does not recommend expenditure or commit budgets over and beyond those already adopted by the Council.

A headline financial appraisal has been undertaken regarding the financial differentials between 'insourcing and outsourcing' the service in Appendix A.

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 or outsourced provision will not initially match the 30% (£2,540,210) savings that would be requested from the market to meet the Five Year Plan savings targets. However, an insourced contract does provide greater flexibility for the provision of income generating services by offering services outside the Council. These income provisions are dependent on the respective insourced vehicle as identified in Appendix B.

Through an outsourced contract 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 equating to approximately £2,370,000 – £2,540,000.

However, the Council also wishes to consider if savings of more than 30% could be achieved over a longer period. It is not clear that this would be possible via a contract procured on the basis of 28%-30% frontloaded savings. Further,

'efficiencies' would have to potentially come in the form of savings from service rationalisation, restriction or reduction.

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 key differential that influences delivery confidence and therefore the recommendation within this report from a financial perspective 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 has 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). This means in effect that the Teckal company will need to increase its 'in-house' turnover (income derived from services provided directly to the Council) by at least 10% in year 1, and then further increasing its turnover by 1% every year or reducing its 'trading' costs through efficiencies.

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

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal - The current Environmental Services Contract expires on 01/12/17 and new contracts have not been procured before the expiry date	<b>Environmental Services:</b> 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.	The opportunities may be constrained by possible challenges to any extension under the Public Contracts Regulations 2015.

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 5.12. Additional funding for client team built within commercial model.	
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.	
<b>Insourcing Specific Risks</b>		
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	The Council will ensure and deliver required consultation as outlined under the Act.	Dedicated legal note outlining potential activities to be

requirement to consult about major changes in service provision under the 1999 Act.		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 £700,000 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 &amp; 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

It is not considered that there are any 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 are delivered by Amey under the Environmental Services contract which runs until 30 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 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 a focus on the need for 30% savings to be delivered as an immediate primary outcome.
- 5.4 However, the Council has now reviewed its approach in order to introduce a greater emphasis on providing its services on a commercial basis. Alongside this the Council has reappraised its ability to identify and absorb risk, to mitigate against excess cost and to reduce overheads paid to the private sector. This is reflected in the the options appraisal which has been compiled in Appendix A.
- 5.5 The financial and commercial model assessment are explained in section 4a) and Appendix B reinforces the recommendation that insourcing through the provision of a Teckal company provides the best overall vehicle over the 10 year strategic horizon period for the Council.
- 5.6 An insourced service will ensure that the Council will not pay a profit margin on services that they would do if they were otherwise provided by the private sector. Therefore, savings that are enabled to be passed back to the Council are done so without rationalisation, restriction or reduction of service.
- 5.7 Furthermore, insourcing presents further potential opportunities regarding the customer experience and it will also provide more control over controlling the customer journey. This will link with the current work being undertaken within the Digital Transformation outcome within the Five Year Plan. A key priority will be an enhancement in the delivery the customer journey and providing a focused, engaged and responsive support of customers and their enquiries.
- 5.8 Reinvigorating the workforce into generating civic pride and pride to work for and in Slough is also a key priority as the Leader of the Council would together with the Chief Executive be top of the management hierarchy and staff will know that work as part of the Council, the elected representatives of the borough and the residents of Slough.
- 5.9 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. 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.
- 5.10 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 Cabinet resolve and instruct officers to commence arrangements for the delivery of Environmental Services and Highways in – house then Cabinet are requested to resolve that the Council delivery vehicle should be a ‘Teckal company’ for the

insourced provision of these services. This high level options appraisal for Direct Services Organisation or Teckal company is provided in Appendix B.

- 5.12 Budgets for the services to be collocated from 2016/17 and under the single financial and strategic overview of a waste & environment with a new 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, strategic management and governance of the Teckal Company. This allows for the ability of the Council to pro-actively manage the relationship based on a thorough understanding of the overall end-to-end process.
- 5.14 The dedicated waste & environment team (comprising the contract management and client function) will also focus on maximisation and enhancement of productivity including compilation and co-authoring of business and profit plans. This will oversee and support the commercial model outlined in section 4a) and will also planning the delivery of future service changes. Cabinet are to note the increase costs of the client team as a result of insourcing as noted 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 Appendix B 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 and therefore 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**

The procurement of the Environmental Services contract was presented to 'Overview & Scrutiny' on the 15<sup>th</sup> September 2016. Comments received are included in a supplementary update to this report as due to publication constraints could not be included in this report.

## 7. **Conclusion**

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

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. Cabinet is to note timetables and resources constraints around all options reinforcing the need for decisions to be absolute and with the fullest available resolve.

The Cabinet is requested to resolve and instruct officers to commence arrangements for the delivery of Environmental Services and Highways in- house thereby over-riding its decision made on 14 March 2016 and not to continue with the procurement of a contract for the external delivery of Environmental Services.

The Cabinet is requested to resolve that the Council delivery vehicle should be a 'Teckal company' limited by shares with the Council as the sole shareholder for the insourced provision of these services.

Due to the reassessment of options and the inherent delay to the publication of the procurement Cabinet is requested to delegate necessary powers to the Strategic Director, Customer & Community Services (following consultation with the Head of Legal Services) to be able to exercise the option to extend the existing contract as a contingency in the event that due to unforeseen circumstances that new arrangements are not finalised prior to the existing contract termination date.

Cabinet are asked to note the risk of critical service failure by 1<sup>st</sup> December 2017 if insourced provision is to be coerced by this date and powers are not delegated to be able to extend this contract is deemed absolutely necessary.

## 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.

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## 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 16<sup>th</sup> 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&amp;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&amp;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. <b>Fleet sub total</b>	£1,140,408 <b>£1,140,408</b>	£1,201,115 <b>£1,201,115</b>	£1,201,115 <b>£1,201,115</b>	£953,850 <b>£953,850</b>
Front line operative costs <b>Wages sub total</b>	£1,349,065 <b>£1,349,065</b>	£1,349,065 <b>£1,349,065</b>	£1,543,457 <b>£1,543,457</b>	£1,783,584 <b>£1,783,584</b>
<b>Other Operational Expenditure</b>	-	-	-	<b>£64,999</b>
<b>Gross Operational Expenditure</b>	<b>£2,489,473</b>	<b>£2,550,180</b>	<b>£2,744,572</b>	<b>£2,802,433</b>
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
<b>Gross Overheads</b>	<b>£574,564</b>	<b>£561,564</b>	<b>£593,981</b>	<b>£225,642</b>
<b>Total Gross Expenditure</b>	<b>£3,064,037</b>	<b>£3,111,744</b>	<b>£3,338,553</b>	<b>£3,028,075</b>
<b>Profit/Contingency</b>	<b>£266,000</b>	<b>£96,000</b>	<b>£103,000</b>	<b>£1,081,327</b>
<b>Net Cost to SBC</b>	<b>£3,330,037</b>	<b>£3,207,744</b>	<b>£3,441,553</b>	<b>£4,109,403</b>
<b>Profit Margin</b>	<b>8.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>26.3%</b>
<b>Gross saving versus Amey 2015 Management Accounts per annum</b>	£779,366	£901,659	£667,850	
<b>% saving versus Amey 2015 Management Accounts per annum</b>	<b>19.0%</b>	<b>21.9%</b>	<b>16.3%</b>	

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 though 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**

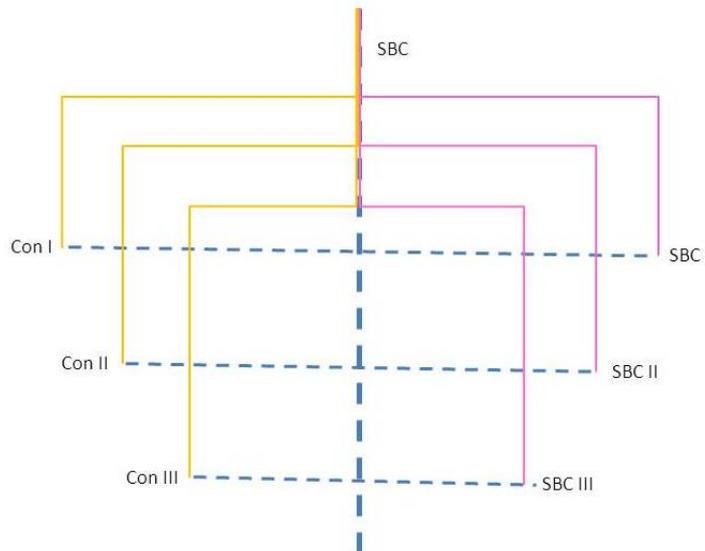
The Council will need to consider, where it does either outsource or insource the services, the future role it should utilise as a Client. This discussion lends itself to a wider consideration as to whether or not the Council pursues contracts management often described as a either ‘Thick or Thin’ approach.

- 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 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

## 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 1<sup>st</sup> 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. 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**

<b>Teckal Company</b>	
<b>Strengths</b>	<b>Weaknesses</b>
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" <sup>1</sup> 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.
<b>Opportunities</b>	<b>Threats</b>
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
<b>Business Considerations</b>	
<p>The business case for setting up an Local Authority Controlled Company (LACC) revolves around its scope to trade- generating profits and surpluses that can offset the costs of other Council services. As a commercial enterprise the LACC 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 1<sup>st</sup>. 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 1<sup>st</sup> 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 1<sup>st</sup> “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”

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

	delivery				
<b>Professional Advice</b>	N/A	N/A	<b>Failure to appoint required experts</b>	High risk that arrangements are unfit or do not function well	
<b>Time scale impacted by speed of 3<sup>rd</sup> Party negotiations</b>	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	<b>Time scale impacted by speed of 3<sup>rd</sup> Party negotiations</b>  <b>Complexity of legal arrangements</b>	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
<b>Human Resources and Organisational Development</b>	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.	<b>Failure to build commercial culture, build commercial skills, develop staff, focus management and create shared values of purpose</b>	Medium to high risk of business failure	Training and development plan
<b>Pension Costs</b>	Access arrangements to Local Government pension scheme	Adequate budgetary provision to meet shortfalls under harmonisation provisions	<b>Access arrangements to Local Government pension scheme</b>	High risk that pension costs fall to the Council  Length of time admitting to scheme.	Early engagement with pension planning
<b>Vehicle, plant and equipment strategy</b>	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	<b>Vehicle, plant and equipment strategy</b>	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
<b>Financial Budgets</b>	Small risk that budgets will become reliant on charging arrangements with limited scope for income generation	Prudent financial modelling at zero base.	<b>Financial Budgets</b>	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
<b>Governance Arrangements</b>	Little risk of loss of oversight.	Ensuring subject specific committee or board arrangements are in place.	<b>Governance Arrangements</b>	Small to medium risk that governance arrangements are not fit for purpose due complexity of trading structure.	Expert advice on appropriate governance structures.
<b>Contract Management</b>	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	<b>Contract management</b>	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)
<b>Total NPV</b>			<b>(21,809,450.00)</b>		<b>(24,748,825.00)</b>

#### 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)
<b>Total NPV</b>			<b>(25,359,770.00)</b>		<b>(28,960,225.00)</b>

### 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)
<b>Total NPV</b>			<b>(21,012,800.00)</b>		<b>(23,756,455.00)</b>

#### 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
<b>Total NPV</b>			<b>(13,713,450.00)</b>		<b>(15,595,725.00)</b>

**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
<b>Total NPV</b>			<b>(14,679,450.00)</b>		<b>(16,687,856.25)</b>

### 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
<b>Trading Company with Income Generation increasing by an additional 1% per annum for 10 years</b>	<b>(25,359,770.00)</b>	<b>(28,960,225.00)</b>	<b>1</b>
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:** Cabinet **DATE:** 19<sup>th</sup> September 2016

**CONTACT OFFICER:** Stephen Fitzgerald; Interim Assistant Director, Finance & Audit  
& s151 officer  
**(For all enquiries)** (01753) 875358

**WARD(S):** All

**PORTFOLIO:** Councillor Munawar, Commissioner for Finance & Strategy

**PART I**  
**NON-KEY DECISION**

**FINANCIAL & PERFORMANCE REPORT – Q1 2016-17****1 Purpose of Report**

- To provide Cabinet with the latest forecast financial information for the 2016-17 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 Cabinet is requested to resolve that the current financial forecast position, balanced scorecard and update on Gold projects and performance be noted.

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

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

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

**4 Other Implications****(a) Financial**

The financial implications are contained within this report.

(b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
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.

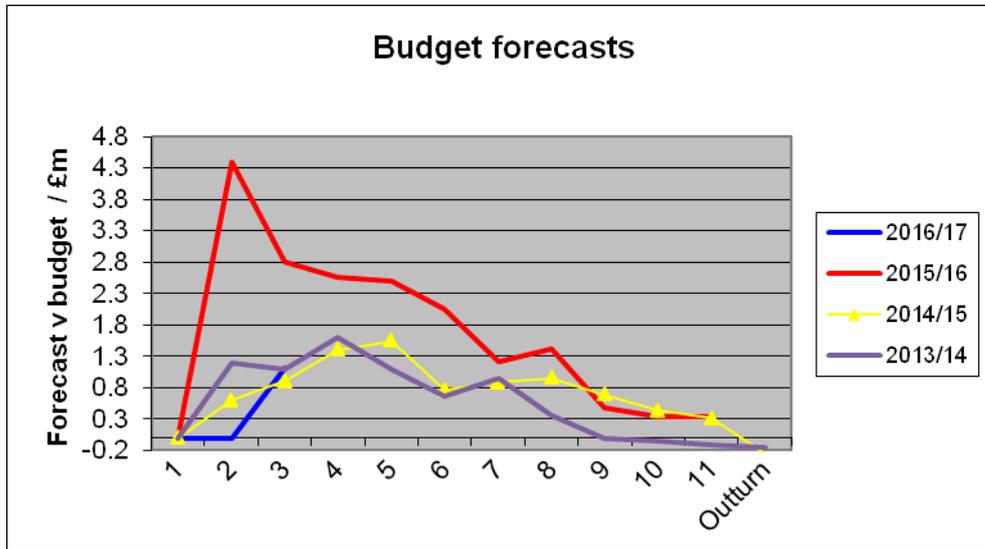
## **Executive Report**

### **5 Introduction**

- 5.1 This is the first quarter report to the Cabinet 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 **£1.119m** as at month 3. Most areas are spending within their budgets so far. There are increasing pressures on the Adult Social Care budget. The savings plans for 2016/17 will be delivered but the service has been facing activity pressures especially on the domiciliary care budget relating to increasing levels of need for existing clients. The service continues to work on a new recovery plan on top of the savings plans. The risk is currently estimated to be about £1m by year end. 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.



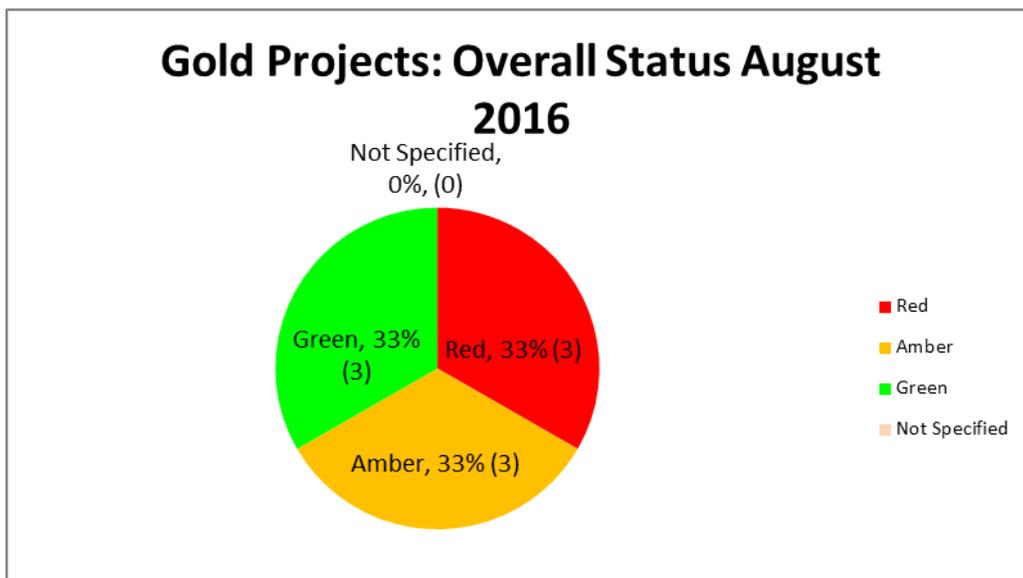
6.2 The RHR - Housing And Environment overspend of £457k is due to homelessness pressures on temporary accommodation costs and an overspend in the Home Improvements section due to changes in funding sources, including a reduction in the capital programme funding and therefore the number of projects that 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 9<sup>th</sup> 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:  
 9<sup>th</sup> 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

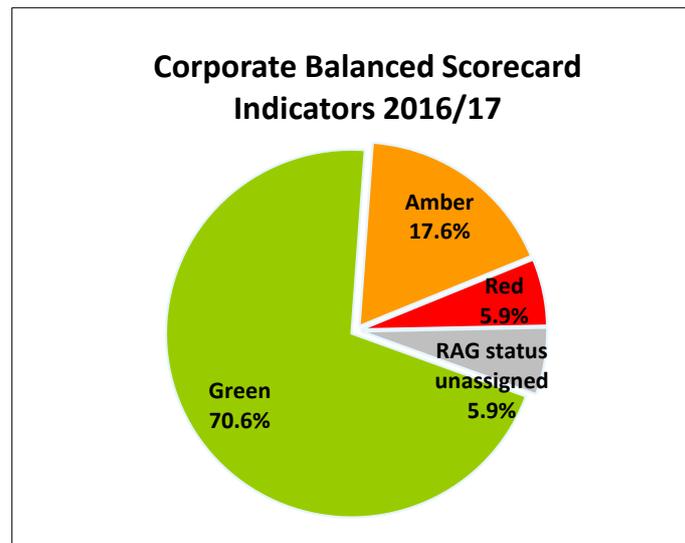
A covering report on the key strategic risks, issues and interdependencies for all Projects in the Portfolio plus all Gold Project Highlight reports is provided as **Appendix C**

## 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.

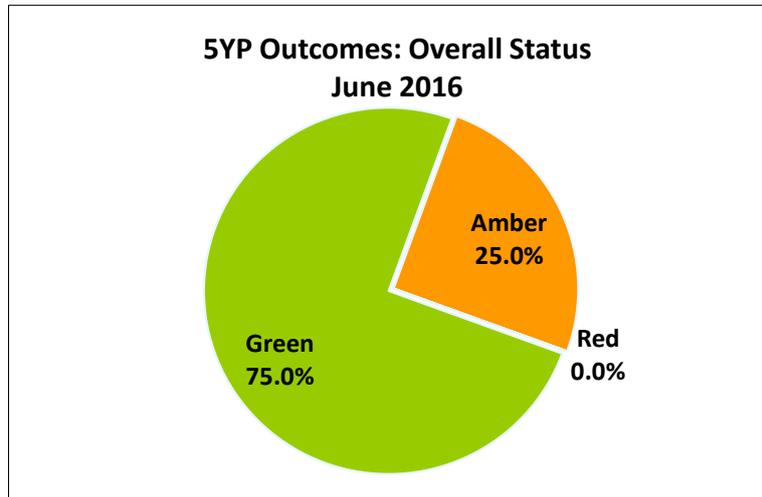
8.7.3 CMT are requested to review the list of 17 indicators and remove or replace those that are not measurable or otherwise surplus to requirements.

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:

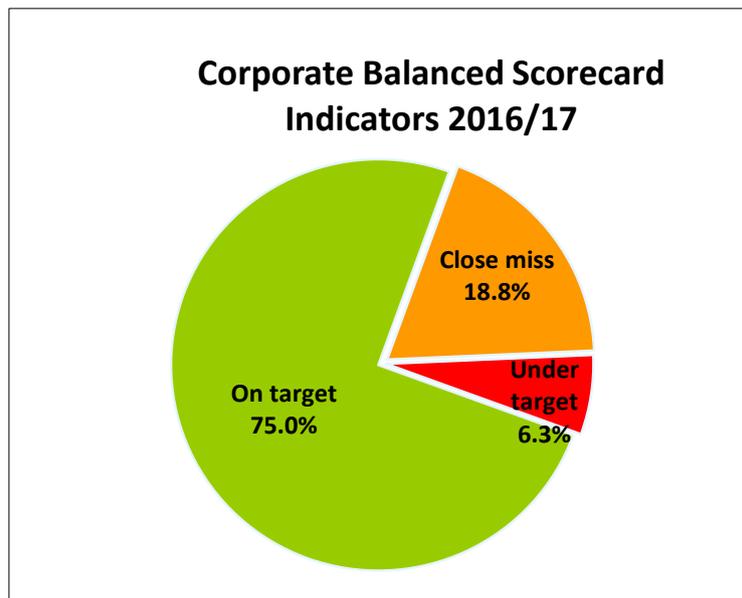
- Prevalence of childhood with 'excess weight' at end of primary school (Year 6) as measured by the NCMP

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'**.



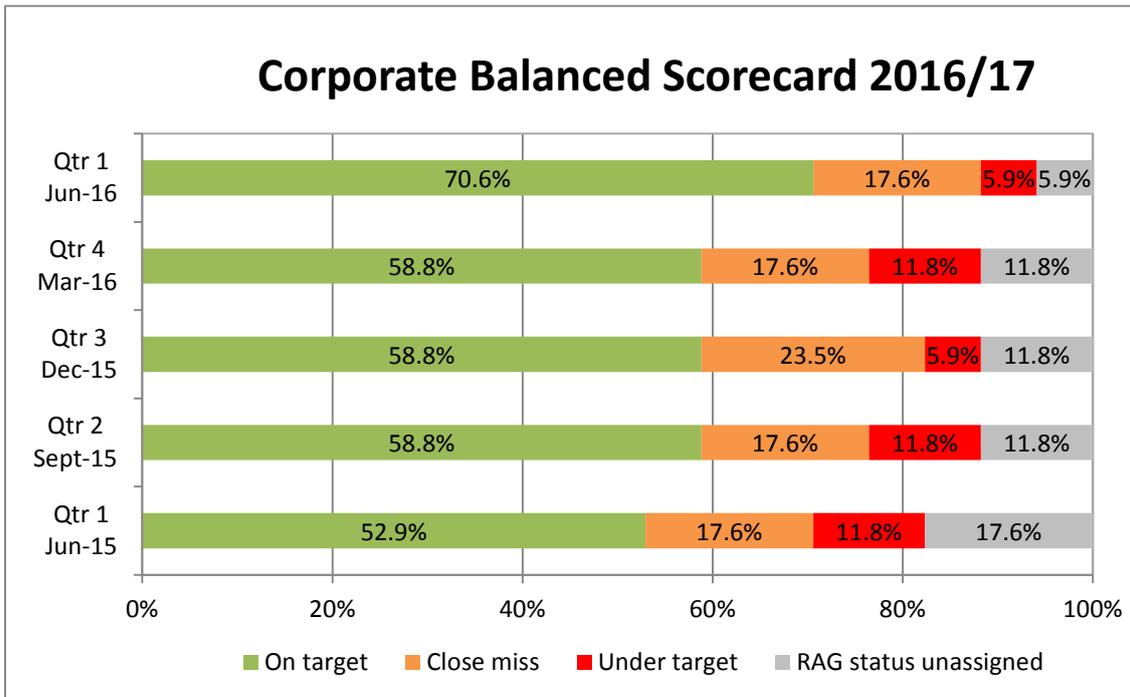
**9 Council's 5YP Balanced Scorecard update**

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%.

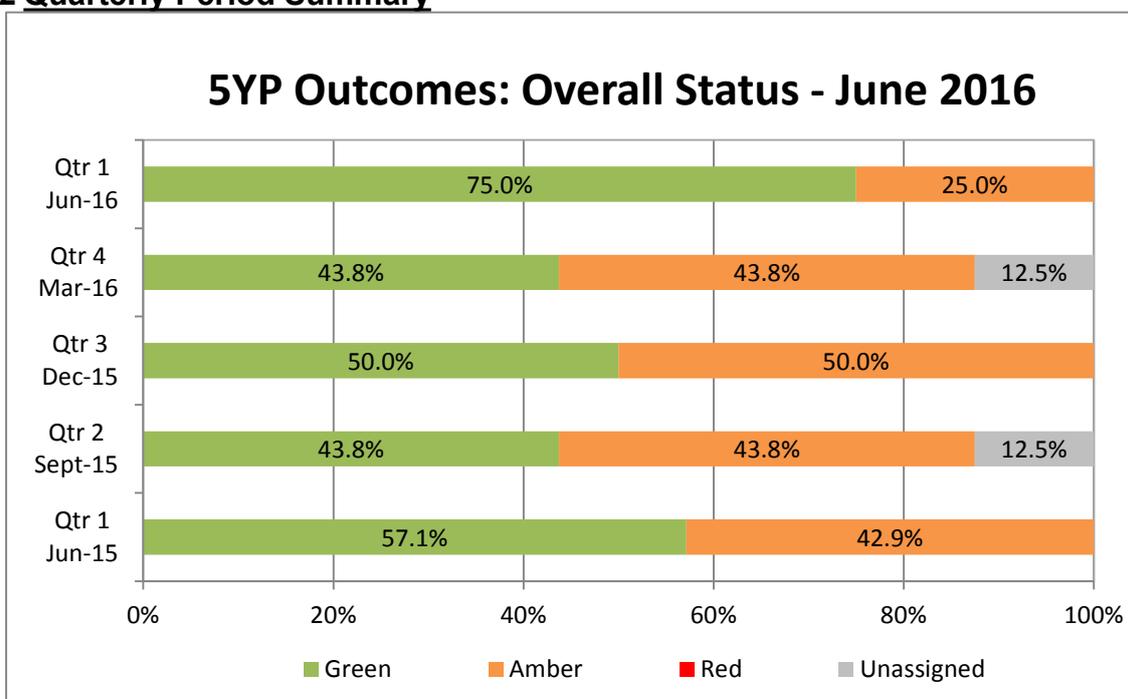
All primary schools are now using the 10 minute 'Disney shake up' Change4life resources. Three schools participated in the commissioned 'Let's Get Going' programme and a further two courses have been commissioned for the new term.

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 30<sup>th</sup> 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:  
30<sup>th</sup> 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"> <li>• Resource allocation</li> <li>• Budget identification</li> </ul>
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"> <li>• Permanent CS Partnership manager in post.</li> <li>• 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.</li> <li>• Vacancies in Neighbourhood Services and capacity to deliver.</li> <li>• Staff attendance at WRAP training session; need to maintain momentum.</li> <li>• Prevent Co-ordinator in place 1st September.</li> <li>• CSE Co-ordinator post in place and based in Slough Children's Trust.</li> </ul>
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"> <li>• Timescale for delivery of all actions not achieved.</li> <li>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.</li> </ul>

						<ul style="list-style-type: none"> <li>• Ability to deliver the revenue savings. Monitoring through ASC DMT and corrective action or escalation taken.</li> <li>• Impact on key performance targets. Monitoring through ASC DMT and corrective action or escalation taken.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>
7	The council's income and the value of its assets will be maximised	<b>GREEN</b>	<b>Green</b>	<b>Green</b>	<b>Amber</b>	<ul style="list-style-type: none"> <li>• Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend.</li> <li>• Maximising savings from procurement / commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value.</li> <li>• 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).</li> </ul>
8	The council will be a leading digital transformation organisation	<b>GREEN</b> ↑ <b>(was AMBER)</b>	<b>Green</b> ↑ <b>(was Amber)</b>	<b>Green</b> ↑ <b>(was Red)</b>	<b>Amber</b>	<ul style="list-style-type: none"> <li>• Capital investment requirements higher than present budget allocation</li> <li>• Lack of in house capacity to deliver transformation.</li> </ul>

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%
<b>Total</b>	<b>110,641</b>	<b>11,523</b>	<b>70,461</b>	<b>36%</b>

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 **£1.119m** 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	32.051	1.000
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
<b>Total Wellbeing</b>	<b>60.293</b>	<b>61.293</b>	<b>1.000</b>
<b>Total Schools</b>	<b>(0.337)</b>	<b>(0.337)</b>	<b>0.000</b>
<b>Total Wellbeing and Schools</b>	<b>59.956</b>	<b>60.956</b>	<b>1.000</b>
<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
<b>Total Customer and Community Services</b>	<b>17.310</b>	<b>17.313</b>	<b>0.003</b>
<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)
<b>Total Regeneration, Housing and Resources</b>	<b>23.068</b>	<b>23.191</b>	<b>0.123</b>
<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
<b>Total Chief Executive</b>	<b>3.845</b>	<b>3.838</b>	<b>(0.007)</b>
<b>Total Corporate</b>	<b>(0.139)</b>	<b>(0.139)</b>	<b>0.000</b>
<b>Total General Fund</b>	<b>104.040</b>	<b>105.159</b>	<b>1.119</b>
<b>% of revenue budget over/(under) spent by Services</b>			<b>1.1%</b>
<b>Total Non Departmental Costs</b>	<b>(0.306)</b>	<b>(0.306)</b>	<b>0.000</b>
<b>Total General Fund</b>	<b>103.733</b>	<b>104.852</b>	<b>1.119</b>
<b>% of revenue budget over/(under) spent in total</b>			<b>1.1%</b>

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**CAPITAL MONITORING REPORT AT 30<sup>th</sup> 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%
<b>Total</b>	<b>110,641</b>	<b>11,523</b>	<b>70,461</b>	<b>36%</b>

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 1<sup>st</sup> 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.

<b>Date</b>	<b>Required Amount of New Build Expenditure (000s)</b>
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 1<sup>st</sup> April 2012 to 30<sup>th</sup> June 2016, the council had spent £9,286k on Affordable Housing, so has met the required expenditure up to 30<sup>th</sup> June 2016. However the Council needs to spend a further £958k in the next three months to meet the 30<sup>th</sup> 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
<b>Education Services</b>							
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%
<b>Total Education Services</b>			<b>13,598</b>	<b>25,844</b>	<b>4,285</b>	<b>22,072</b>	
<b>Customer &amp; Community Services</b>							
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%
<b>Total Customer &amp; Community Services</b>			<b>12,963</b>	<b>23,306</b>	<b>687</b>	<b>15,535</b>	



	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		
	<b>Total RHR (including Heart of Slough)</b>		<b>20,008</b>	<b>33,774</b>	<b>2,891</b>	<b>10,196</b>	
	<b>TOTAL GENERAL FUND</b>		<b>48,500</b>	<b>86,388</b>	<b>7,863</b>	<b>48,736</b>	

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		
	<b>Decent Homes</b>		<b>4,232</b>	<b>1,620</b>	<b>3</b>
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		
	<b>Planned Maintenance - Capital</b>		<b>2,586</b>	<b>189</b>	<b>4</b>
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%
			<b>24,253</b>	<b>3,660</b>	

<b>Community Investment Fund (Capital Only)</b>	<b>2015-16 Revised Budget</b>	<b>2015-16 Actual</b>	<b>2016-17 Revised Budget</b>	<b>Jun-16 Actual</b>	<b>Responsible Officer</b>
<b>Description</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£000s</b>	
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		
<b>TOTAL</b>	<b>1,198</b>	<b>536</b>	<b>1,163</b>	<b>102</b>	

**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:

<b>Project</b>	<b>Decision</b>
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.

<b>School Places Programme (GOLD)</b>			
<b>Overall Status</b>	<b>Timeline</b>	<b>Budget</b>	<b>Issues + Risks</b>
<b>Amber</b> ↔	<b>Amber</b> ↔	<b>Green</b> ↔	<b>Red</b> ↔
<b>Risk/Issue</b>	<b>Mitigating Action</b>	<b>Gap</b>	<b>Theme</b>
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
<b>CMT Recommendation</b>			
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.			
<b>Adults Social Care Reform Programme (GOLD)</b>			
<b>Overall Status</b>	<b>Timeline</b>	<b>Budget</b>	<b>Issues + Risks</b>
<b>Amber</b> ↔	<b>Amber</b> ↔	<b>Amber</b> ↔	<b>Amber</b> ↔
<b>Risk/Issue</b>	<b>Mitigating Action</b>	<b>Gap</b>	<b>Theme</b>
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><b>CMT Recommendation</b></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><b>The Curve (GOLD)</b></p>			
<p><b>Overall Status</b></p>	<p><b>Timeline</b></p>	<p><b>Budget</b></p>	<p><b>Issues + Risks</b></p>
<p><b>Red</b> ↔</p>	<p><b>Red</b> ↔</p>	<p><b>Amber</b> ↔</p>	<p><b>Amber</b> ↑</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
<b>CMT Recommendation</b>			
None.			
<b>ERP/ Agresso (GOLD)</b>			
Overall Status	Timeline	Budget	Issues + Risks
<b>Red</b> ↓	<b>Amber</b> ↑	<b>Green</b> ↑	<b>Red</b> ↓
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
<b>CMT Recommendation</b>			
None.			
<b>Vision and Purpose (GOLD)</b>			
<b>Overall Status</b>	<b>Timeline</b>	<b>Budget</b>	<b>Issues + Risks</b>
<b>Green</b> ↔	<b>Green</b> ↔	<b>Green</b> ↔	<b>Green</b> ↔
<b>Risk/Issue</b>	<b>Mitigating Action</b>	<b>Gap</b>	<b>Theme</b>
N/A	N/A	N/A	N/A
<b>CMT Recommendation</b>			
None.			
<b>People and Culture Strategy (GOLD)</b>			
<b>Overall Status</b>	<b>Timeline</b>	<b>Budget</b>	<b>Issues + Risks</b>
<b>Green</b> ↔	<b>Green</b> ↔	<b>Green</b> ↔	<b>Amber</b> ↓

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. <b>(Issue)</b>		Conflicting demands on resource.	Resource
<b>CMT Recommendation</b>			
None.			
<b>Digital Transformation (GOLD)</b>			
Overall Status	Timeline	Budget	Issues + Risks
<b>Green</b> ↑	<b>Green</b> ↑	<b>Green</b> ↑	<b>Amber</b> ↔
Risk/Issue	Mitigating Action	Gap	Theme
N/A	N/A	N/A	N/A
<b>CMT Recommendation</b>			
None.			
<b>RMI (GOLD)</b>			
Overall Status	Timeline	Budget	Issues + Risks
<b>Amber</b> ↓	<b>Amber</b> ↓	<b>Green</b> ↔	<b>Amber</b> ↔
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
<b>CMT Recommendation</b>			
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.			
<b>Environmental Services Contract Procurement (GOLD)</b>			
<b>Overall Status</b>	<b>Timeline</b>	<b>Budget</b>	<b>Issues + Risks</b>
<b>Red</b> ↓	<b>Red</b> ↓	<b>Green</b> ↔	<b>Red</b> ↓
<b>Risk/Issue</b>	<b>Mitigating Action</b>	<b>Gap</b>	<b>Theme</b>
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
<b>CMT Recommendation</b>			
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
<b>Amber</b> ↔	<b>Amber</b> ↔	<b>Amber</b> ↔	<b>Amber</b> ↔
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
<b>Green</b> ↔	<b>Green</b> ↔	<b>Green</b> ↔	<b>Green</b> ↔
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
<b>Green</b> ↔	<b>Amber</b> ↓	<b>Green</b> ↔	<b>Amber</b> ↔
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
<b>CMT Recommendation</b>			
None.			
<b>Slough Major Transport Schemes (HIGH)</b>			
<b>Overall Status</b>	<b>Timeline</b>	<b>Budget</b>	<b>Issues + Risks</b>
<b>Red</b> ↔	<b>Amber</b> ↓	<b>Red</b> ↔	<b>Red</b> ↔
<b>Risk/Issue</b>	<b>Mitigating Action</b>	<b>Gap</b>	<b>Theme</b>
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
<b>CMT Recommendation</b>			
None.			
<b>Street-lighting LED (HIGH)</b>			
<b>Overall Status</b>	<b>Timeline</b>	<b>Budget</b>	<b>Issues + Risks</b>
<b>Green</b> ↔	<b>Green</b> ↔	<b>Green</b> ↔	<b>Green</b> ↔
<b>Risk/Issue</b>	<b>Mitigating Action</b>	<b>Gap</b>	<b>Theme</b>
N/A	N/A	N/A	N/A

<b>CMT Recommendation</b>			
None.			
<b>Highways Term Maintenance Contract (HIGH)</b>			
<b>Overall Status</b>	<b>Timeline</b>	<b>Budget</b>	<b>Issues + Risks</b>
<b>Green</b> ↔	<b>Green</b> ↔	<b>Green</b> ↔	<b>Green</b> ↔
<b>Risk/Issue</b>	<b>Mitigating Action</b>	<b>Gap</b>	<b>Theme</b>
N/A	N/A	N/A	N/A
<b>CMT Recommendation</b>			
None.			
<b>Burnham Station Improvement (HIGH)</b>			
<b>Overall Status</b>	<b>Timeline</b>	<b>Budget</b>	<b>Issues + Risks</b>
<b>Green</b> ↔	<b>Green</b> ↔	<b>Green</b> ↔	<b>Green</b> ↔
<b>Risk/Issue</b>	<b>Mitigating Action</b>	<b>Gap</b>	<b>Theme</b>
N/A	N/A	N/A	N/A
<b>CMT Recommendation</b>			
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			
<b>Cambridge Education / Phase 2 CSC Transfer (HIGH)</b>			
<b>Overall Status</b>	<b>Timeline</b>	<b>Budget</b>	<b>Issues + Risks</b>
<b>Amber</b> ↔	<b>Amber</b> ↔	<b>Amber</b> ↔	<b>Amber</b> ↔
<b>Risk/Issue</b>	<b>Mitigating Action</b>	<b>Gap</b>	<b>Theme</b>

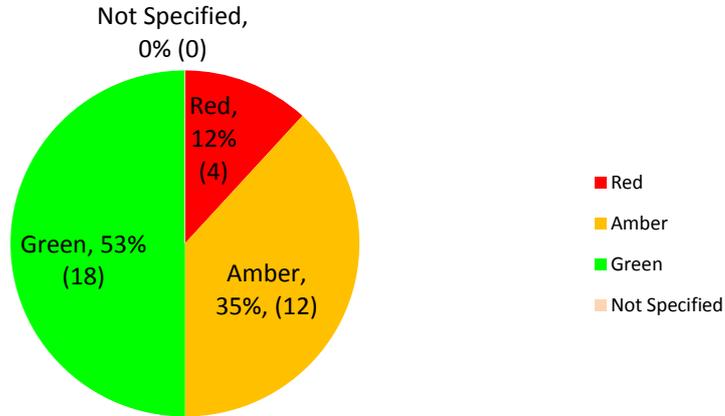
<p>Potential decisions to provide a standalone budget for education psychology assessments will create new budget pressures for the Trust, possibly in the region of £200k per annum over the next two years.</p> <p>Opportunities to achieve the savings targets of £600k via efficiency savings within a revised 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
<b>CMT Recommendation</b>			
None.			
<b>Leisure Strategy (HIGH)</b>			
<b>Overall Status</b>	<b>Timeline</b>	<b>Budget</b>	<b>Issues + Risks</b>
<b>Amber</b> ↔	<b>Green</b> ↑	<b>Green</b> ↑	<b>Amber</b> ↔
<b>Risk/Issue</b>	<b>Mitigating Action</b>	<b>Gap</b>	<b>Theme</b>
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
<b>CMT Recommendation</b>			
None.			

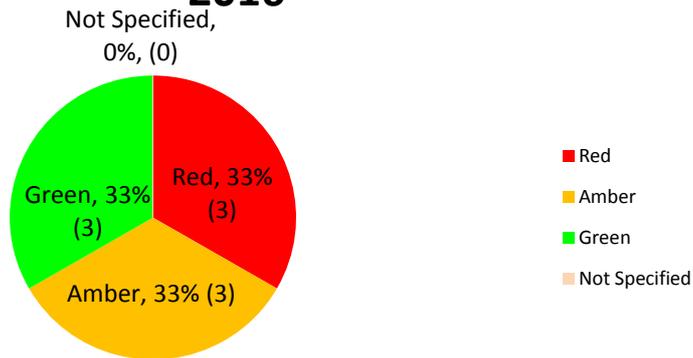
Leisure Contract Reprocurement (HIGH)			
Overall Status	Timeline	Budget	Issues + Risks
<b>Amber</b> ↔	<b>Green</b> ↑	<b>Green</b> ↑	<b>Amber</b> ↔
Risk/Issue	Mitigating Action	Gap	Theme
<p>The current contract does not allow SBC to disclose financial information to 3<sup>rd</sup> parties which prohibits 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

<b>Project name:</b> School Places Programme		<b>Project SPONSOR</b>		Interim Sponsor: Ruth Bagley Roger Parkin	
<b>Wards affected: All</b>		<b>Project MANAGER</b>		Tony Madden	
<b>Five Year Plan Outcome the Project relates to:</b> (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	
<b>Directorate and Service Name:</b>				Asset Management, Regeneration Housing and Resources	
	Timeline	Budget	Issues & Risks	<b>OVERALL STATUS</b>	Date of update report
<b>Current period</b>	<b>AMBER</b>	<b>GREEN</b>	<b>RED</b>	<b>AMBER</b>	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					
<b>Project start date:</b>	01/09/2013		<b>Anticipated project end date:</b>	31/08/2022	
<b>Has this highlight report been agreed and authorised by the Project Sponsor?</b>					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 22<sup>nd</sup> 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. <b>Control of Free Schools</b> – 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"> <li>The new strategy is designed to be flexible with a pipeline of projects that can be accelerated or slowed as required (see Risk 6).</li> <li>Intensify dialogue with DfE/EFA about opening of Free Schools and the timings of doing so.</li> </ul>
R02	Red	<p>2. <b>Site Availability</b> – Lack of sites may mean that schools are not ready when required.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> <li>Some expansions on existing school sites are provisionally agreed.</li> <li>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.</li> </ul>
R03	Red	<p>3. <b>Land ownership</b> – 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"> <li>Ensure a clear picture is held of sites in SBC control to manage negotiation effectively.</li> </ul>
R04	Amber	<p>4. <b>SEN/PRU places</b> – 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"> <li>Combination of expansion and new SEN specialist units required, opportunity to include within new Free Schools.</li> <li>Deliver the projects on the draft expansion programme.</li> </ul>

R05	Amber	<p>5. <b>Programme funding</b> – 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"> <li>• Basic Need funding for new places has been confirmed to 2018-19.</li> <li>• Free Schools are currently externally funded; a number are already agreed with further applications in the pipeline.</li> <li>• Annual capital bids submitted to the DfE.</li> <li>• Seek Section 106 developer contributions where relevant.</li> </ul>
R06	Red	<p>6. <b>Delivery timeline</b> – Projects delivered later than required for pupils.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> <li>• Forward planning: from approval, large projects are likely to take at least 24 months to complete and open places to pupils.</li> <li>• Projects need to start in good time with the possible risk that this provides some overprovision.</li> </ul>
R07	Red	<p>7. <b>Changing demographics</b> – 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"> <li>• A percentage of surplus places planned for each year group.</li> <li>• Latest information is constantly monitored and any significant changes incorporated within the delivery programme.</li> <li>• Housing information monitored and incorporated into forecasts.</li> <li>• New projects may need to start or others delayed.</li> <li>• Dialogue with Free School promoters about phased openings.</li> </ul>
R08	Amber	<p>8. <b>Capacity</b> - Insufficient capacity to deliver such a large expansion programme.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> <li>• Project management capacity increased.</li> <li>• Continue to monitor progress.</li> </ul>
R09	Amber	<p>9. <b>Delivery risk</b> - 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"> <li>• Work closely with individual schools and regularly attend heads' groups to ensure buy-in.</li> <li>• Allocate adequate funding for projects to mitigate concerns.</li> </ul>
R10	Green	<p>10. <b>Legal challenge</b> – Legal challenge impacting delivery and adding to costs.</p> <p>Mitigation:</p> <ul style="list-style-type: none"> <li>• New places will be offered following the School Admissions Code and the Fair Access Protocol.</li> </ul>
R11	Amber	<p>11. <b>School performance</b> – 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"> <li>• Expansion projects to be adequately funded and delivered in a way which is responsive to the effective functioning and smooth running of the school</li> <li>• LA to support Slough schools as they expand or prepare to apply for Free Schools.</li> </ul>

**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**

<b>Decision</b>	<b>By</b>	<b>Date required</b>
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

<b>Signed:</b>	
<b>Name:</b>	
<b>Date:</b>	

## PROGRAMME HIGHLIGHT REPORT

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

<ul style="list-style-type: none"> <li>• Treat / Mitigate – influence probability and impact</li> <li>• Transfer – Someone else bears the risk and consequences</li> </ul>		
Risk Ref	RAG	Risk Description
001	Amber ☹️	<p>Constrained staffing resources and experience in delivering complex transformational activity may mean that project delivery is impaired, leading to programme benefits not being realised.</p> <p><b>Mitigation</b> – 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.</p>
002	Amber ☹️	<p>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.</p> <p><b>Mitigation</b> – 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</p>
003	Amber ☹️	<p>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.</p> <p><b>Mitigation</b> – 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.</p>
004	Amber ☹️	<p>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.</p> <p><b>Mitigation</b> –development a recruitment and retention plan that will address both short term issues and longer term strategy developments.</p>
005	Amber ☹️	<p>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.</p> <p><b>Mitigation</b> – 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.</p>

ISSUES ARISING THIS PERIOD		
Issue Ref	RAG	Issue Description
003	Red ☹️	<p><b>ASC Digital Projects</b></p> <p><b>Online Citizen Portal</b></p> <p>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>

		<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><b>Mobile Working Project</b> 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><b>Management Information Project</b> 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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<b>BENEFITS REALISED</b>
Too early in the programme cycle
<b>BUSINESS OUTCOMES</b>
Too early in the programme cycle
<b>INTERDEPENDENCIES &amp; IMPACTS</b>
<ol style="list-style-type: none"> <li>1. NHS New vision of care</li> <li>2. NHS Sustainability &amp; Transformation Plan</li> <li>3. Better care fund policy framework</li> <li>4. Outcome 6 of the Council's 5 year plan</li> </ol>

<b>DECISIONS REQUIRED OR RECOMMENDATIONS</b>		
Decision	By	Date required
<p>Programme board to note:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>		
<b>Signed:</b>		
<b>Name:</b>		
<b>Date:</b>		

# 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 7<sup>th</sup> July.

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

Handover further delayed from planned handover on the 5<sup>th</sup> 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 <sup>nd</sup> Sept.	2 <sup>nd</sup> Sept.	0	😊
	The project is now working towards a public opening on the 2 <sup>nd</sup> 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

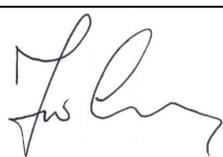
#### BUSINESS OUTCOMES

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
<b>Signed:</b>		
<b>Name:</b>	Fin Garvey	
<b>Date:</b>	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 <sup>st</sup> July 2016
Previous month	RED	RED	RED	RED	30 <sup>th</sup> 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 27<sup>th</sup> June.</i></p>				
Project start date:	1 <sup>st</sup> June 2016		Anticipated project end date:	31 <sup>st</sup> 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 1<sup>st</sup> 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 <sup>nd</sup> July 2016	22 <sup>nd</sup> July 2016	0	GREEN

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

<b>TBC</b>	<b>RED</b>	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
<b>TBC</b>	<b>RED</b>	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.

<b>BENEFITS REALISED</b>
<b>BUSINESS OUTCOMES</b>
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
<b>INTERDEPENDENCIES &amp; IMPACTS</b>
Close links and impact on the digital transformation organisation agenda e.g. implementation of employee and manager self-service

<b>DECISIONS REQUIRED OR RECOMMENDATIONS</b>		
<b>Decision</b>	<b>By</b>	<b>Date required</b>
<b>Signed:</b>		
<b>Name:</b>		
<b>Date:</b>		

# 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.



<p>priority setting session in July, aim for Cabinet session Sept/October</p> <ul style="list-style-type: none"> <li>Refresh – 2017</li> </ul>	<p>July 2016</p> <p>January 2017</p>			
<p><b>3. <u>Financial Strategy</u></b></p> <ul style="list-style-type: none"> <li>Maintaining alignment with 5YP planning</li> <li>Accelerating outcomes based budgeting approach</li> </ul>	<p>TBC</p> <p>TBC</p>			GREEN
<p><b>4. <u>Operating Model</u></b></p> <ul style="list-style-type: none"> <li>Endorsement of operating model</li> <li>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</li> <li>Senior staff structure to be finalised</li> </ul>	<p>Complete</p> <p>July 2016</p> <p>TBC</p>			GREEN
<p><b>5. <u>Governance review</u></b></p> <ul style="list-style-type: none"> <li>Outcome of governance review to be shared with key officers</li> <li>Implementation of findings</li> </ul>	<p>July 2016</p> <p>September 2016</p>			GREEN

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

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

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

<b>ISSUES ARISING THIS PERIOD</b>		
<b>Issue Ref</b>	<b>RAG</b>	<b>Issue Description</b>
		N/A

<b>BENEFITS REALISED</b>
N/A
<b>BUSINESS OUTCOMES</b>

<b>INTERDEPENDENCIES &amp; IMPACTS</b>
Project plan timescales to be further developed in collaboration with the other workstreams

<b>DECISIONS REQUIRED OR RECOMMENDATIONS</b>		
<b>Decision</b>	<b>By</b>	<b>Date required</b>
<b>Signed:</b>		
<b>Name:</b>	Dean Tyler	
<b>Date:</b>	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"> <li>HR Policy Manager Role has been re-advertised, interviews taking place Friday 22<sup>nd</sup> July.</li> <li>Capital Receipt Business case on agenda for next Transformation Board for consideration.</li> </ul>				
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 25<sup>th</sup> 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"> <li>• Narrative for Values and Behaviours is being drafted and finalised.</li> </ul>			

	<ul style="list-style-type: none"> <li>• Examples of employee photographs have been agreed.</li> <li>• Marketing tools have now been agreed and included in business case for funding.</li> <li>• Communication to all staff to update on progress and next steps.</li> <li>• A bid to Transformation board has been prepared to request funding for Marketing of Values and Behaviours.</li> </ul>			
<b>New OD/HR Structure fully resourced</b>	<b>31/10/2016</b>			<b>RAG</b>
	<ul style="list-style-type: none"> <li>• Permanent OD/HR Business Partner has been appointed, anticipated start date of end of September.</li> <li>• 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.</li> <li>• HR Policy Role has been re-advertised and shortlisting has taken place, interviews scheduled for Friday 22<sup>nd</sup> July.</li> <li>• 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.</li> </ul>			
<b>Implementation of Agresso Phase 2</b>	<b>December 2016</b>			<b>RAG</b>
	<ul style="list-style-type: none"> <li>• A new Agresso Project Manager who specialises in people change has been appointed to ensure effective staff communication and engagement of the implementation.</li> <li>• The implementation plan has now been mapped with a proposed go live date of December 2016.</li> </ul>			
<b>Implementation of new HR Portal</b>	<b>July 2016</b>			<b>RAG</b>
	<ul style="list-style-type: none"> <li>• 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.</li> </ul>			

## 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	<b>AMBER</b>	There is a risk that we will not be able to appoint a HR Policy Manager following interviews on 25 <sup>th</sup> 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"> <li>Strategic management of the Council’s workforce ensuring we obtain the best possible outcomes from our £39m investment</li> <li>Establish a modern, fit-for-purpose, cost-effective, OD&amp;HR function</li> <li>Reduce the number of paper-based transactions by managers and employees</li> <li>Reduce low value added administrative/transactional activities</li> <li>Empower line managers to take on “people” issues proactively</li> </ul>

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

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
<b>Signed:</b>		
<b>Name:</b>	Stephen Bowen	
<b>Date:</b>	14 <sup>th</sup> July 2016	

# PROGRAMME HIGHLIGHT REPORT

<b>Programme name: Digital Transformation</b>			<b>Programme SPONSOR</b>	Roger Parkin	
<b>Wards affected:</b>			<b>Programme MANAGER</b>	Nick Vat	
<b>Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)</b>				Outcome 8	
<b>Directorate and Service Name</b>				Corporate	
	<b>Timeline</b>	<b>Budget</b>	<b>Issues &amp; Risks</b>	<b>OVERALL STATUS</b>	<b>Date of update report</b>
<b>Current period</b>	<b>Green</b>	<b>Green</b>	<b>Amber</b>	<b>Green</b>	June 2016
<i>Previous month</i>	<b>Amber</b>	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	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
<b>Key achievements thus far</b>					
<ul style="list-style-type: none"> <li>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.</li> <li>Raised awareness across middle and senior management of the digital opportunities.</li> <li>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.</li> <li>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.</li> <li>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).</li> <li>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).</li> <li>Engaged with the procurement department and the contract re-procurement teams for Housing RM&amp;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</li> </ul>					

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.		
<b>Setting up and running the programme</b>	Dec-16		<b>Green</b>
	Critical tasks and tools for programme initiation and management have been carried out or developed.		
<b>Digital City</b>	2020		<b>Green</b>
	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.		
<b>Digitally Savvy</b>	2020		<b>Green</b>
	Raising awareness of digital opportunities is ongoing at Member, Senior Officer and Heads of Service levels		
<b>Obsessed with the Customer</b>	2020		<b>Green</b>
	Completed the Programme Initiation Document.		
<b>Curious and Innovative</b>	2020		<b>Green</b>
	Completed the Programme Initiation Document.		
<b>Digital and Empowering</b>	2020		<b>Green</b>
	Started several service transformation projects and embedded the digital guiding principles into significant contract re-procurement projects.		
<b>Mobile and Flexible</b>	2020		<b>Green</b>
	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.		
<b>Signed:</b>		
<b>Name:</b>	<b>Nick Vat</b>	
<b>Date:</b>	<b>04/07/2016</b>	

## 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 6<sup>th</sup> July with 12 submissions received
- Intend Training for evaluators held on 8<sup>th</sup> July
- Competitive Dialogue Workshop, facilitated by Sharpe Pritchard, held on 11<sup>th</sup> July
- RMI staff briefings for Housing, Neighbourhood Services and Property Services held on 18<sup>th</sup> July
- Review of ISDS Evaluation Criteria workshop held on 21<sup>st</sup> July
- PQQ evaluations completed 1<sup>st</sup> 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
<b>One</b> <ul style="list-style-type: none"> <li>• Scope and Vehicle testing</li> <li>• Stakeholder engagement</li> <li>• Interserve Extension Variation negotiations</li> </ul>	March 2015	March 2015	0	<b>GREEN</b>
	Milestone One completed on time			
<b>Two</b> <ul style="list-style-type: none"> <li>• Soft Market Testing</li> </ul>	May 2015	May 2015	0	<b>GREEN</b>
	Milestone Two completed on time			
<b>Three</b> <ul style="list-style-type: none"> <li>• Business case finalisation</li> </ul>	June 2015	June 2015	0	<b>GREEN</b>

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

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

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

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

		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><b>Noted that issue remains open as no follow up action has been taken to date to remedy</b></p> <p><b>Issue remains open as no feedback received to date from previous escalations</b></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><b>Issue remains open as no feedback received to date from previous escalations</b></p>
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### BENEFITS REALISED

No benefits to date

<b>BUSINESS OUTCOMES</b>
<ul style="list-style-type: none"> <li>• IT enabled, tenant focussed, cross tenure repairs and maintenance service with investment</li> <li>• Strategic Partnership - active involvement in making decisions about the Council's housing stock</li> <li>• Social Return on Investment</li> </ul>
<b>INTERDEPENDENCIES &amp; IMPACTS</b>
<ul style="list-style-type: none"> <li>• 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</li> <li>• Dependency on progress of capita project as RMI contractor will be dependent upon solution in place at start of contract</li> <li>• Dependency on concurrent Corporate Facilities procurement and potential TUPE implications</li> </ul>

<b>DECISIONS REQUIRED OR RECOMMENDATIONS</b>		
<b>Decision</b>	<b>By</b>	<b>Date required</b>
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	<b>CMT</b>	<b>ASAP</b>
<b>Decision outstanding</b>		
<b>Signed:</b>		
<b>Name:</b>		
<b>Date:</b>		

## 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
<b>Project Management Team – Task &amp; Finish</b>	29.02.16	19.04.16	34 days	
	Recruitment of Project Manager delayed but now in place.			
<b>Member Engagement Plan</b>	22.03.16	End May	0	
	Plan has commenced and is on schedule for delivery			
<b>Procurement Process</b>	01.07.16			
	OJEU target date. Moderate slippage as reported to CMT. Within 2 week slippage period.			
<b>Phase 1</b>	15.07.16	15.07.16	0	
	Phase 1 completed on time but on hold.			
<b>Phase 2</b>	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. <b>CRITICAL</b>

#### 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

<b>Project name:</b> Slough major Transport schemes			<b>Project SPONSOR</b>		Joe Carter
<b>Wards affected:</b> Cippenham Meadows, Chalvey, Central, Upton, Langley Kedermister and Foxborough			<b>Project MANAGER</b>		Savio DeCruz
<b>Five Year Plan Outcome the Project relates to (List the main outcome if there is more than one)</b>				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	
<b>Directorate and Service Name</b>				RHR/Transport and Highways	
	<b>Timeline</b>	<b>Budget</b>	<b>Issues &amp; Risks</b>	<b>OVERALL STATUS</b>	<b>Date of update report</b>
<b>Current period</b>					02/08/2016
<i>Previous month</i>					
<b>Reasons for change in status</b>	<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>				
<b>Project start date:</b>	Jan 2016		<b>Anticipated project end date:</b>		Autumn 2017
<b>Has this highlight report been agreed and authorised by the Project Sponsor?</b>					<b>Yes/No</b>

## 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

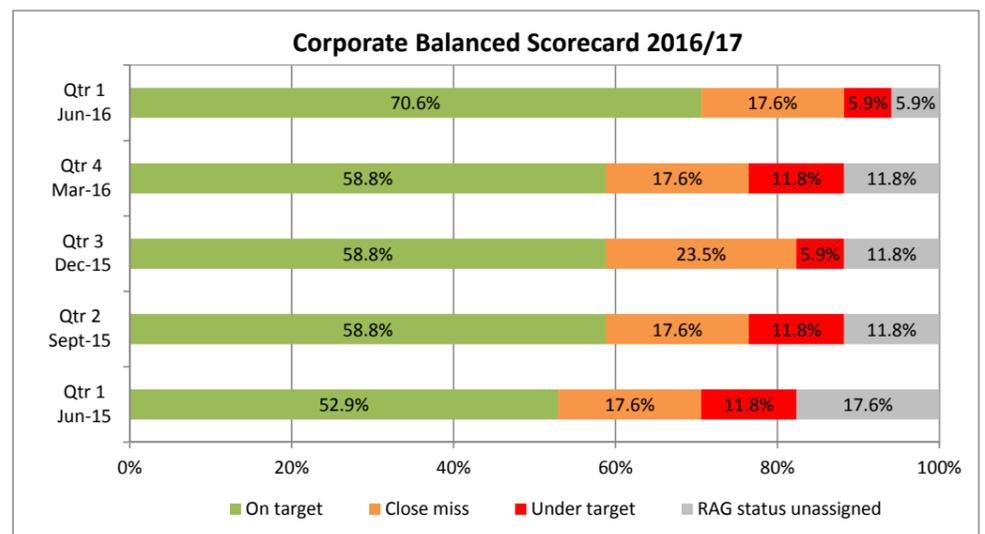
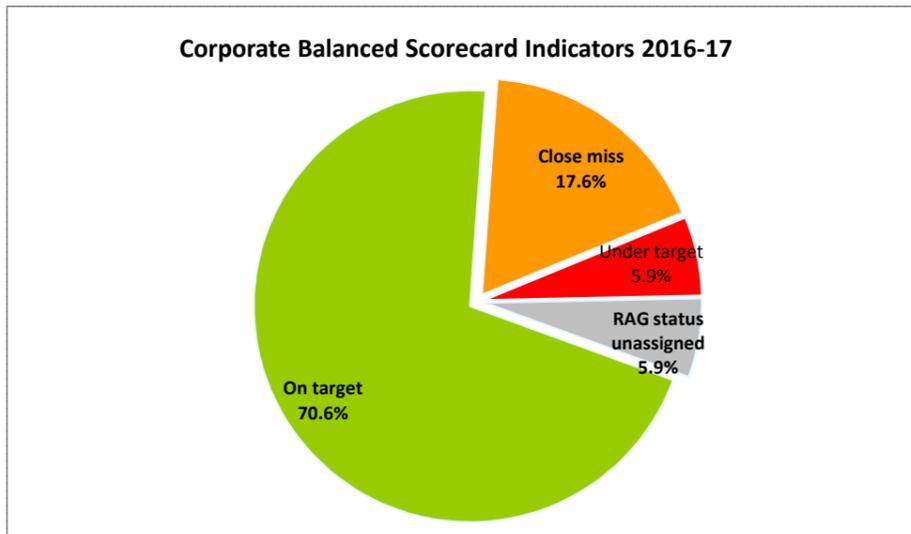
DECISIONS REQUIRED OR RECOMMENDATIONS		
Decision	By	Date required
<b>Signed:</b>		
<b>Name:</b>	Savio DeCruz	
<b>Date:</b>	02/08/2016	

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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	<b>Mar 2016</b> 1,355 people Slough 1.4; SE 1.1; GB 1.9.  <b>Mar 2015</b> 1,605 people Slough 1.7; SE 1.2; GB 2.0.  <b>Mar 2014</b> 2,620 people Slough 2.8; SE 1.8; GB 2.9.  <b>Mar 2013</b> 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
<b>Enabling and Preventing</b>								
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
<b>Using Resources Wisely</b>								
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**

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

**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**

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

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

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

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

<b>5 YEAR PLAN: OUTCOME 4</b> Slough will be one of the safest places in the Thames Valley			<b>OUTCOME LEAD</b>	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER/GREEN</b>	<b>AMBER/GREEN</b>	08/07/2016
<i>Previous month</i>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER/GREEN</b>	<b>AMBER/GREEN</b>	01/06/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
<b>Key outcome plan deliverables:</b>					
<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"> <li>• Safer Slough Partnership priorities based upon the SSP Risk Matrix.</li> <li>• ASB Implementation Outcomes.</li> <li>• Community Cohesion Strategy.</li> <li>• Preventing Violent Extremism Action Plan.</li> </ul> <p>Governance and reporting to where possible reflect existing partnership mechanisms e.g. SSP.</p>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<ul style="list-style-type: none"> <li>• New CSE leaflets and business cards distributed to all licensed premises through Pub Watch, and all taxi and private hire drivers.</li> <li>• Joint taxi operation with RBWM, Police and VOSA conducted on 13<sup>th</sup> June. In total 31 vehicles checked.</li> <li>• WRAP training programme recommenced – mandatory for front line staff. 30 staff trained in 2 sessions.</li> <li>• Community Cohesion messages sent out (Jo Cox Vigil, Orlando shootings, Somme commemorations etc.).</li> <li>• Women’s Forum Newsletter and future event planning.</li> <li>• Prevent &amp; Channel information now on external SBC website.</li> <li>• Completed a review of crime in Parks and open spaces in Slough.</li> <li>• Produced a Slough Myths &amp; Fact sheet on crime 2015/16 for the Youth Parliament.</li> <li>• Held a SSP meeting and agreed the priorities.</li> <li>• Thames Valley Police and Crime Panel agreed to hold an event on Cyber-crime in the autumn.</li> <li>• HBV article for communications to publish for HBV Memorial Day on 14th July.</li> <li>• 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.</li> <li>• 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.</li> <li>• 7 Burglary incidents reported to CCTV and assistance given to TVP.</li> <li>• 2 x MiniCam redeployables gone live in the Borough assisting TVP &amp; Slough Borough Council.</li> </ul>					
<b>Key activities / milestones <i>scheduled</i> for next period:</b>					

**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 13<sup>th</sup> 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. <b>Contract in place from 1<sup>st</sup> April 2016 with DASH.</b>	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 <sup>st</sup> September.	Green
CSE Co-ordinator post in place and based in Slough Children’s Trust.	Green

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

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

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<ul style="list-style-type: none"> <li>• Drug and Alcohol Action services redesign and options for new accommodation.</li> <li>• Sustainability and transformation plan (STP) actions agreed.</li> </ul>	
<b>Key issues of risk / obstacles to progress:</b>	
<small>(the main headings from the more detailed Risk Register for this 5YP outcome)</small>	<b>Red / Amber / Green</b>
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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<b>5 YEAR PLAN OUTCOME: 7 – Maximising our use of assets and income</b>			<b>OUTCOME LEAD</b>	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	
<b>Key outcome plan deliverables:</b>					
<ul style="list-style-type: none"> <li>• Increase the collection rates of Council Tax and Business Rates.</li> <li>• Maximise the use of its capital resources to increase revenue savings &amp; make the capital strategy affordable.</li> <li>• Remove subsidies where appropriate and revenue from fees and charges will be maximised.</li> <li>• Maximise income from investment properties.</li> <li>• Use new approaches to revenue and asset maximisation through the Subsidiary Housing Company (SHC) and Slough Urban Renewal (SUR).</li> <li>• Rationalise the operational property estate, through disposals and shared use.</li> <li>• Maximise savings from procurement, commissioning and contract management.</li> <li>• Ensure a revolutionised approach to household waste collection is in place.</li> </ul>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<ul style="list-style-type: none"> <li>• Local Authority Property Purchase launched in June 2016.</li> <li>• Council Tax Collection outturn at 96.5% (target 96.6%).</li> <li>• Business Rates draft collection outturn at 97.1% (target 96.7%).</li> <li>• First sales on the Milestone development at Ledgers Road.</li> <li>• Further strategic asset purchases proposed for regeneration and investment returns purposes.</li> </ul>					
<b>Key activities / milestones <i>scheduled</i> for next period:</b>					
<ul style="list-style-type: none"> <li>• Receipt of the first applications to the LAPP scheme.</li> <li>• First asset sales in 2016-17.</li> <li>• Environmental Services contract have OJEU notice launched with specific strategic priority to reduce costs.</li> </ul>					
<b>Key issues of risk / obstacles to progress:</b>					
(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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<b>5 YEAR PLAN OUTCOME:</b>	No 8: The council will be a leading digital transformation organisation		<b>OUTCOME LEAD:</b>	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	01/07/2016
<i>Previous month</i>	<b>AMBER</b>	<b>RED</b>	<b>AMBER</b>	<b>AMBER</b>	01/06/2016
Project start date:	April 2015		Anticipated Project end date:	April 2020	
<b>Key outcome plan deliverables:</b>					
<p>Develop and deliver a programme of activity to support the council's overall transformation programme including:</p> <ul style="list-style-type: none"> <li>• Using our data to improve our understanding of our customers and residents.</li> <li>• Helping customers to access services and information digitally.</li> <li>• Communicating with our customers, residents and staff using digital technology and social media.</li> <li>• Making our processes more efficient.</li> <li>• Ensuring we have the right technology to facilitate our ambitions.</li> <li>• Ensuring our staff can work effectively anywhere.</li> <li>• Providing our staff with the skills to respond to digital changes.</li> <li>• Sparking innovation with the aim of becoming a smart city.</li> </ul>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<p>1. PROGRAMME INITIATION and MANAGEMENT</p> <ul style="list-style-type: none"> <li>• Digital vision updated and digital roadmap further refined.</li> <li>• Benefit tracking schedule created and populated with first draft detailed benefit map (for the Mobile and Flexible programme).</li> <li>• Programme plan (schedule) refreshed.</li> <li>• Potential academic partner (Henley Business School) identified.</li> <li>• Continued to raise awareness of digital opportunities and the digital transformation programme.</li> <li>• JD for Business Analyst evaluated at level 7.</li> <li>• Met Cllr. Sharif to learn of his priorities and discuss progress and plans.</li> <li>• Continued to identify innovative partners with leading solutions and/or ambitions to support the transformation programme.</li> </ul> <p>2. DIGITAL CITY</p> <ul style="list-style-type: none"> <li>• Engaged with Planning Policy and agreed to incorporate the Digital Vision and Guiding Principles into the Local Plan.</li> <li>• 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.</li> <li>• Committed to Assisted Living (intelligent care and urban living) research project to be run with Henley Business School.</li> <li>• Continued discussions with The Business Café (local SME digital capability development).</li> <li>• (See further details in the attached Digital City update).</li> </ul> <p>3. DIGITALLY SAVVY</p> <ul style="list-style-type: none"> <li>• 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</li> </ul>					

## **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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Health and Safety	None	None
Employment Issues	None	None
Equalities Issues	None	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial	Within the body of the report	Within the body of the report
Other	None	None

(c) Human Rights Act and Other Legal Implications

There are no legal or Human Rights implications through this paper.

(d) Equalities Impact Assessment

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

## 5 Supporting Information

- 5.1 The Council approved the Council Budget for 2016/17 and the Medium Term Financial Strategy: 2016-20 (MTFS) at the Full Council meeting on 25th February 2016. At a meeting on 18<sup>th</sup> July 2016 Cabinet also noted the creation of an efficiency statement and the possibility of accepting a four year local government financial settlement. The report advised Cabinet to make a decision on the acceptance of the offer closer to the October deadline.

### ***Efficiency Statement***

- 5.2 As part of the Local Government Finance Settlement, the Government established a new financial offer to Local Government. The Government will set out the minimum levels of Revenue Support Grant (RSG), subject to the caveat below, for Councils for the four years ahead. For Slough Borough Council these are the figures in the MTFS, and for clarity these are:

Year	2016-17	2017-18	2018-19	2019-20
Amount	18.48	13.18	9.68	6.12

- 5.3 The offer is a guaranteed allocation if Council's can demonstrate efficiency savings for 2016/17 and for every year of the parliament. For those Councils who do not accept this offer, the level of RSG will fluctuate year on year.
- 5.4 In practice, the final determination of the local government finance settlement for any given year cannot be made until calculations are completed taking account of the business rates multiplier, which is based on the Retail Price Index in September each year. The Government will also need to take account of future events such as the transfer of functions to local government, transfers of responsibility for functions between local authorities, mergers between authorities and any other unforeseen events. However, barring exceptional circumstances and subject to the normal

statutory consultation process for the local government finance settlement, the Government expects these to be the amounts presented to Parliament each year

- 5.5 The offer is related only to Revenue Support Grant (RSG) for the Council. To approve the offer, the Council needs to complete an efficiency statement and return this to the Department for Communities and Local Government (DCLG) by the 14<sup>th</sup> October. This document for Slough Borough Council will be formed by the Medium Term Financial Strategy, Revenue Budget and supporting appendices, Treasury Management Strategy (all approved at Full Council in February 2016) and the Five Year Plan. This report recommends that the final document is delegated to the s151 officer and lead commissioner to review and that this is based on previous information presented to members setting out the Council's financial plan.
- 5.6 The Government expects that by providing clarity over future funding, this will enable Councils to plan their finances better which lead to improved long term financial planning. Though having this stability should be welcomed, it is important to note that the Council's RSG will drop from £40m in 2013-14 to £6m by 2019-20, and that the Government is consulting to fundamentally change the system of Local Government finance through business rates retention and a review of the Local Government finance methodology and allocations.
- 5.7 Adopting a risk based approach to the Medium Term Financial strategy it is recommended that it would be in Slough's best interests to take up this offer enabling the Council to plan with greater certainty for the next 4 years. Therefore, Cabinet are advised to accept the 'offer' and complete and submit an efficiency statement before the October 14<sup>th</sup> deadline.

## 6 **Comments of Other Committees**

None.

## 7 **Conclusion**

- 7.1 For members to approve the acceptance of the Government's offer of funding stability in respect of Revenue Support Grant over the period 2016-20.
- 7.2 For members to delegate the final efficiency statement document to the S151 officer and lead commissioner to review and that this is based on previous information presented to members setting out the Council's financial plan.

## 8 **Appendices Attached**

None

## 9 **Background Papers**

- '1' - Budget papers to full Council – 25<sup>th</sup> February 2016  
'2' - Local Government finance settlement (DCLG) – 8<sup>th</sup> February 2016

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 19 September 2016

**CONTACT OFFICER:** Dean Tyler (Head of Policy, Partnerships & Programmes)  
(For all Enquiries) (01753) 875847

**WARD(S):** All

**PORTFOLIO:** Councillor Munawar, Finance & Strategy  
Councillor Hussain, Health & Social Care

**PART I**  
**KEY DECISION**

**REFRESH OF SLOUGH JOINT WELLBEING STRATEGY 2016 – 2020**

1. **Purpose of Report**

To agree the refresh of the Slough Joint Wellbeing Strategy at Appendix A.

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

Cabinet is asked to agree the recommendation of the Slough Wellbeing Board to recommend the Slough Joint Wellbeing Strategy to Council.

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

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

Slough's current Wellbeing Strategy 2013 – 2016 expires shortly. This report explains the work undertaken by the Slough Wellbeing Board with partners to develop a new Strategy and priorities for the period 2016 – 2020.

3b. **Joint Strategic Needs Assessment (JSNA)**

The new Wellbeing Strategy is informed by evidence of need contained in the Joint Strategic Needs Assessment and the Slough Story.

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

The draft Wellbeing Strategy's contributes to the eight Five Year Plan outcomes in particular outcomes 1 to 6.

4. **Other Implications**

- (a) Financial - There are no financial implications associated with the proposed actions.
- (b) Risk Management - There are no identified risks associated with the proposed actions.
- (c) Human Rights Act and Other Legal Implications - There are no direct legal implications. The specific activity in the Strategy and other plans may have legal

implications which will be brought to the attention of the Council's Cabinet separately. There are no Human Rights Act Implications.

(d) Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will however be completed on individual aspects of any actions produced to sit underneath the Strategy, as required.

## **5. Supporting Information**

5.1 It is the statutory responsibility of Health and Wellbeing Boards to publish a Health and Wellbeing Strategy and a Joint Strategy Needs Assessment (JSNA). Slough's current Joint Wellbeing Strategy is for 2013 to 2016.

5.2 In January 2016 the Wellbeing Board launched a programme of activity to review and refresh the Strategy and priorities. This included -

- An analysis of need through the Joint Strategic Needs Assessment
- Updating the Slough Story
- A workshop with partners in January 2016
- Discussion at the Slough Wellbeing Board
- Two consultation surveys

5.3 The outcome of this activity has informed the new Strategy. As well as reviewing the priorities for the Board we have also reviewed our governance and partnership ways of working. The new Strategy therefore explains the role of the Board and how it has set itself an ambition to set the vision and strategic direction for partnership working in Slough. There is a diagram and quick guide to the key partnerships working in the borough.

## **6. Comments of Other Committees**

6.1 The Outcomes report from January's development workshop was shared with the Health Scrutiny Panel, representatives from each of the Wellbeing Board's existing subgroups and other partners. All of the subsequent comments received have been taken into account in the development of the refreshed strategy.

6.2 The Wellbeing Board agreed to recommend the Strategy to Council at its meeting on 20 July.

6.3 Health Scrutiny Panel reviewed the Strategy at its meeting on 1 September and had no substantive comments on the draft. They have asked for some specific aspects related to housing to be brought to a future meeting and this will be done in the wider context of developing the Council's Housing Strategy.

## **7. Conclusion**

7.1 The refreshed Strategy will set the vision and direction for partnership working for the next four years. The document has been designed to focus on four priorities where we can make a difference over the coming year. It is recommended that progress against this is reviewed annually and we check whether we should shift our focus onto different priorities for the next year.

7.2 A partnership conference has been arranged for the morning of Thursday 22 September 2016 at the Curve. This will bring together a wide range of representatives from across the network of partners working in Slough.

7.3 The conference is being designed to

- a) Launch the Strategy – including actions we can all take to collectively deliver the four priorities;
- b) Promote awareness of the wide range of partnerships and agencies operating in Slough – this is important as one of the key issues we are often asked for help with is signposting to the most appropriate place for advice to support.

8. **Appendices**

A: Draft Slough Joint Wellbeing Strategy 2016-2020

9. **Background Papers**

None.

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## Appendix A

# DRAFT SLOUGH WELLBEING STRATEGY 2016-2020 AUGUST 2016

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### Contact information

For any queries relating to this Strategy or the Slough Wellbeing Board's work, please contact:

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Tel 01753 875560

Email [policy1@slough.gov.uk](mailto:policy1@slough.gov.uk)

Website <http://www.slough.gov.uk/council/strategies-plans-and-policies/slough-joint-wellbeing-strategy.aspx>

## 1. FOREWORD

Our consistent vision is to make Slough a place where

**“People are proud to live, where diversity is celebrated and where residents can lead safe, fulfilling, prosperous and healthy lives.”**

We have a fantastic community and set of agencies working to achieve this vision. The Slough Wellbeing Board is at the heart of a network of partnerships, constantly looking for ways to improve people’s lives by working better together.

Since forming in 2013, we have concentrated on being able to achieve locally the nationally set criteria for partnership working – to reduce health inequalities; to improve wellbeing by tackling the wider determinants of health; and to drive collaboration, integration of local services and joint commissioning.

The refresh of this Strategy has provided an opportunity for the Slough Wellbeing Board to reset its ways of working and ensure greater focus on priorities where it can make a difference. In Slough we have sought to go beyond the statutory requirements and use our partnership to set strategic direction.

The Wellbeing Board is a genuine partnership drawn from representatives across the public, private and voluntary sectors. What we all have in common is the people of Slough – whether as residents, customers, service users or patients we are all working with the same population.

In a climate of ongoing austerity and change the case for partnership working has never been stronger. We will continue to look for opportunities to work together wherever possible to achieve the best outcomes for the people of Slough.

This Strategy sets out our vision for the next four years. We have highlighted four key priorities where we believe we can begin to make a real difference over the year ahead. We will review this on an annual basis to ensure that our collective partnership remains focussed on achieving the right outcomes for Slough.

Slough is a unique place and people who live or work here are passionate about both the community and the place. I am delighted to be in a position as chair of the Wellbeing Board where I can support the ambitions of our partners to realise the best outcomes for Slough and I look forward to working with you.

Chair of the Slough Wellbeing Board

## **2. INTRODUCTION**

### **Purpose of the Strategy**

This is the second Joint Wellbeing Strategy for Slough which is our overarching plan to improve the wellbeing of residents and reduce health inequalities across the borough.

It has been developed by the Slough Wellbeing Board, a partnership which is made up of agencies across the public, private and voluntary sectors.

### **The Slough Wellbeing Board**

Every local authority is required to have a Health and Wellbeing Board as a committee of the local authority. However, the task of improving wellbeing is not something that local authorities can do alone and therefore the Board includes partner agencies operating in the borough.

In Slough we have made a deliberate decision to widen membership beyond the statutory requirements. We have also called our overarching partnership the Slough Wellbeing Board rather than a Health and Wellbeing Board – this is more than a symbolic gesture; it focuses our attention on being able to tackle the wider determinants of health to improve wellbeing rather than being constrained by operational health issues.

The Wellbeing Board consists of senior representatives from:

- Slough Borough Council
- NHS
- Slough Clinical Commissioning Group
- Healthwatch Slough
- Thames Valley Police
- Royal Berkshire Fire and Rescue Service
- Slough CVS
- Business sector

The Board has a set of statutory responsibilities which are set out at Appendix 1.

The approach we have taken in Slough to include a wider range of agencies and sectors alongside those who commission health and social care services means that we can meet the need to jointly commission and integrate services while also being able to act as the strategic partnership for the borough. In broad terms our aims are to:

- Improve health and wellbeing
- Reduce gaps in life expectancy across Slough
- Focus on the wider determinants of health such as education and training, housing, the economy and employment and
- Commission better, more integrated and efficient health and social care services.

The Board is committed to being able to give the public a voice in shaping health and wellbeing services in Slough. Over the year ahead we will look for ways in which we can build on how we currently engage with people as individual agencies and look for opportunities to coordinate this.

### **How the Strategy was developed**

The strategy was developed following consultation with partner agencies during 2016. A workshop was held in January which brought together representatives of the key partnerships operating across the borough. The priorities for the year ahead were tested in an online consultation and survey. The Wellbeing Board has shaped the strategy and priorities to reflect the responses received.

The Joint Strategic Needs Assessment [\[insert link\]](#) and Slough Story [\[insert link\]](#) provide the evidence base that informs the needs of the population of Slough. A summary of the key issues facing Slough that this Strategy seeks to address are set out below.

Slough's total population in 2015 was estimated to be 144,734 which comprises 40,561 children (those aged less than 18) as well as 91,255 of 'working age' (those aged 18 to 64) and 13,918 'older people' (aged 65 or above). Our population is therefore young, dynamic and growing.

Our location, excellent transport links to London and the rest of the South East and proximity to Heathrow airport have helped us become the third most productive town in the UK, with a £9 billion economy. We are ranked sixth in the country for the number of business start-ups and are attracting new business at a faster rate than anywhere else in the UK. There were approximately 87,000 jobs in Slough in 2013.

We have a long history of ethnic and cultural diversity that has created a place that is truly unique and valued by those who live and work here. 45% of our population is white or white British, 40% is Asian or Asian British and 15 % Black or black British, mixed race or other.

We have a number of neighbourhoods that include households facing multiple challenges, for example, with no adults in employment, low incomes, children living in poverty and poor quality housing. These factors can lead to inequalities in health and wellbeing.

Life expectancy varies between wards with men expected to live on average until 78.6 while women are expected to live until 82.9. The number of older people in the borough is increasing and people will live longer but with poorer health. Around 19,000 adults in Slough have a limiting long term illness or disability and around 3,000 are economically inactive due to a long term sickness. 62% of Slough's adults are excessively overweight and 25% are obese. Diabetes, cardiovascular disease, strokes, chronic respiratory disease and cancer are the biggest causes of death in Slough and account for much of the inequalities in life expectancy within the borough.

### 3. OUR PRIORITIES

The Strategy is focussed on four key priorities to improve the health and wellbeing of the people in Slough:

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

These priorities have been selected on the basis that as there is no single agency or group already addressing them we can all make a difference. We have deliberately set out not to duplicate activity already taking place. So, for example, we did not select tackling crime as a priority as this is something that the Safer Slough Partnership is leading on and effectively coordinating a multi-agency and community approach already.

The priorities are cross-cutting in nature in that they are relevant to us all and we also have the opportunity to directly or indirectly improve outcomes in these areas through the work that we do. Often strategies can fail because they are trying to tackle everything at once against a vision that may sound laudable but is ultimately insufficiently focussed on where real difference can be achieved.

For each of the four priorities the Strategy explains why this is a priority; our ambitions and what we will do to achieve this. The Wellbeing Board will look for every opportunity to raise awareness of its work and that of the wider partnership so that we can collectively make a real difference in these areas over the year ahead. That should give us the momentum needed to ensure that progress continues in the future.

We will review this approach annually and check whether there is a need to focus on a different set of priorities for the next year.

The Wellbeing Board has adopted five key principles that underpin our approach to delivery of the Strategy – we will:

- Focus on prevention, early intervention and health promotion
- Provide opportunities for individual and community empowerment and volunteering
- Promote a culture of self care and personal responsibility
- Achieve more for less by making the very best use of resources.
- Engage in an on-going dialogue with our residents, communities and patients.

## **Priority 1: Protecting vulnerable children**

### **What the evidence tells us**

Safeguarding children is everyone's responsibility. We all have an important role to play to promote their welfare and protect them from harm.

Vulnerable children who are at risk from abuse or neglect are far more likely to have serious and long-lasting problems in terms of their physical and mental wellbeing. Whilst education for the vast majority of Slough's children and young people is extremely good, the educational performance of our looked after children at GCSE is poor:

Since 1 October 2015, the Slough Children's Service Trust has been responsible for safeguarding and providing services for children in need. There were 3,829 children in need in Slough in 2014/15.

### **Our ambitions**

Clearly we want all children to be safe and protected from abuse and neglect.

All children should have the opportunity to achieve the best in life.

More young people should be able to leave education with the qualifications and skills they need to fulfil their aspirations.

We will work to ensure that Slough's Children's services are rated by Ofsted as 'good'.

### **What we will do**

We will work with partners to develop effective safeguarding arrangements that contribute to the vision of the Slough Children's Service Trust, which is to ensure that 'children in Slough are safe, secure and successful.'

As a network of partners operating across the borough, we will raise awareness of safeguarding issues for the protection of our children and young people. The promotion of the welfare of children should be embedded as an objective in our partners' strategies and plans.

We will ensure that we raise awareness of the early signs of danger and how children can seek help and support for a range of risks. These include internet safety; child sexual exploitation, grooming and exploitative relationships; and Female Genital Mutilation.

We will put in place transparent governance arrangements and clear lines of accountability between local bodies that have a duty to safeguard children and promote their wellbeing. We will work with the key agencies responsible for children including the Trust, local authority and Slough's Local Safeguarding Children's Board to ensure our processes are robust.

As a wider partnership we will work to ensure that all looked after children receive a good education and a universal health offer. This will include ensuring that the Council's Education Strategy sets out how to improve the educational attainment and skills of all our children and young people.

As residents and communities we can also help by reporting any concerns about the welfare of children and young people to the appropriate authorities.

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## **Priority 2: Increasing life expectancy by focussing on inequalities**

### **What the evidence tells us**

There is a wealth of evidence that points to how life expectancy can be increased by improving inequalities. The Joint Strategic Needs Assessment is the primary source of information about the specific factors in Slough.

There are large disparities between the most and least deprived parts of the borough: the life expectancy gap is 8 years lower for men and 6 lower for women from the most to least deprived parts of the borough.

The number of people with long term conditions is increasing – the main health problems and causes of death in Slough include cardiovascular disease, stroke, obesity, diabetes, cancer and chronic obstructive pulmonary disease.

These can be tackled by changes in lifestyle, increasing rates of physical activity, improving diet, drinking less alcohol and stopping smoking.

### **Our ambitions**

This priority is not just about people living longer but is intended to increase people's healthy life expectancy. In other words, it is about improving people's quality of life as they get older.

Tackling this priority cannot start early enough in people's lives and our ambitions are to make Slough a healthy place to live so that every resident enjoys lasting good health.

We therefore want to prevent people from developing long term conditions in the first place. This means we want a borough that enables people who want to make the healthy choice the easy choice – whether that be eating well, being more active, quitting smoking or reducing drinking. We want people to be more informed about what constitutes a healthy lifestyle and to be aware of the support available to help them achieve this.

If people can start to take a more proactive role in managing their own health and wellbeing we can ensure that resources are targeted to those people and carers who need it most. We need to ensure that people are taking up immunisations, early screening and health checks. We want people and communities, including employers, to play a greater role in supporting each other to live longer and healthier lives.

### **What we will do**

We will develop a Prevention Strategy for the borough that sets out the Local Authority and the Clinical Commissioning Group's plans for meeting the future health prevention needs of Slough's residents. As a partnership we will ensure that we are able to effectively signpost people to help and support available to enable them to do more for themselves. For example the Slough Health.org website will be updated to

publicise and promote a range of activities open to residents. The work covered by the Sport and Physical Activity Strategy is a further example of how we are working to improve health and wellbeing.

The Better Care Fund is a key driver for greater integration of health and social care services in Slough. This is important if we are to make the best use of scarce resources. The Frimley Sustainable Transformation Plan will bring about a genuine and sustainable transformation in patient experience and local health outcomes.

We will work with the voluntary and community sector to make the most of capacity in the community. The Council's Adult Social Care team have developed an Asset Based Community Development project to support people to source their own support and care from community assets and live independently for as long as possible.

The Council is developing a new Local Plan which sets out a vision for the borough in 20 years time and the land use plan to facilitate delivery. This provides the opportunity to ensure that we are using this to design in opportunities for people to lead active and healthier lifestyles.

## **Priority 3: Improving mental health and wellbeing**

### **What the evidence tells us**

On average, 1 in 4 people will have a mental health problem at some point in their lives. Good mental health is increasingly being recognised as being as important as good physical health.

We know that mental health is not just a problem for adults but is becoming more of a concern among young people who are struggling to cope with the pressures of everyday life. Mental health covers a spectrum from mild anxiety through to stress and depression. This has implications for people's physical health and can therefore contribute to long term conditions that the first priority in this strategy is seeking to tackle. People with long term mental health problems are also at increased risk of social exclusion, worklessness, poor housing, isolation and poverty. In extreme cases mental health and depression can lead people to suicide.

Despite high levels of mental illness in Slough, a large proportion of residents do not seek help.

### **Our ambitions**

We need to use our collective networks to promote the support available and opportunities that would positively impact on mental health and wellbeing.

We want our children and young people to be emotionally and mentally resilient and have a positive outlook on life. Mental health services need to be centred on the person - wrapped around an individual, their family and their carer's needs. To improve services so that they are flexible and integrated requires a 'whole system' approach that enables people with mental ill health to be supported in the community to live independently and lead fulfilling lives.

We want people to feel able to seek help and not be afraid of doing this. Crucially therefore we need to end the stigma surrounding mental health.

Our ambitions are to ensure that all people in society have good mental health and wellbeing – from children and young people to adults and older people.

### **What we will do**

We will coordinate across agencies the various initiatives and support available so that we can all better publicise, promote and signpost people to get the help they need. These include the new online counselling service for young people at [www.KOOTH.com](http://www.KOOTH.com) and the mentalhealth4life website <http://mentalhealthforlife.org>.

We will train professionals working with children and young people in mental health first aid so they can identify the triggers earlier and prevent issues escalating. A new Adult Mental Strategy will underpin our approach to improving mental health.

A mental health triage pilot for East Berkshire is being developed to provide better and more effective early intervention for those in crisis.

We will not treat mental health as a separate issue but instead we will embed means by which we can promote good mental health in our plans and strategies. We will also look for opportunities to run campaigns to tackle the stigma associated with mental health.

As well as doing everything we can to prevent people developing mental health problems in the first place, we will also ensure that we have joined up approaches between agencies so that those people with problems can recover. People need to be able to feel they are in control of their lives and tackling this issue is an important means by which we can all help to achieve this.

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## **Priority 4: Housing**

### **What the evidence tells us**

The links between housing and wellbeing are well documented – where people live can have a significant impact on the quality of their lives. There are strong evidential links between the quality of someone's home and their life chances – including educational attainment for children and young people, employment prospects, social participation and sense of belonging to a local community.

On top of these issues there are strong links between the quality of housing and physical health. Damp, mouldy and cold housing increases the risk of respiratory conditions such as asthma. Around 1,400 households do not have central heating and cold housing is a major factor in excess winter deaths. Fuel poverty is a rising concern.

In Slough 20% of households in Slough are overcrowded compared to 8% across England. 28% of the borough's private rented housing and 34% of its privately owned sector are categorised as 'non decent'. The combination of rapidly increasing property prices and low incomes means that some people are unable to move into larger, better quality housing. People who are homeless, living in temporary accommodation or move around a lot may not be registered with a local GP or be known to local health services. This makes monitoring the health of people difficult and can put them at added risk.

### **Our ambitions**

We want to see a mix of housing in terms of tenure and size that meets the needs of the current and future population. We need better quality housing – not just Council owned housing, but across the privately rented and owned sectors too.

We want an increase in the number of new homes that are built and that are affordable as well. This means looking at the way we design housing and considering how we can accommodate the number of homes needed to meet the projected increase in our population. We need to look at the opportunities offered to incorporate housing within regeneration projects such as those planned in and around the town centre.

Our ambitions to tackle the wider determinants of health and wellbeing associated with housing include being able to support more people to live independently in their own homes and in their community. We want to be able to reduce inequalities between neighbourhoods so that Slough is a healthy place to live.

### **What we will do**

The Council is leading an important piece of work to review its Housing Strategy for the borough. This will ensure that our plans reflect local demand both now and in the future. The Housing Strategy is being developed alongside the borough's Local Plan. This will set out the vision for the borough in 20 years and provide the

planning policy framework for new housing in appropriate locations across the borough. Planning can also be used to design out crime in new developments.

The local authority will use the findings from its stock condition survey to inform its repairs, maintenance and investment programmes. We will work with private landlords and their tenants to improve the quality of private rented accommodation in Slough.

Working in partnership is key to the achievement of the ambitions under this priority. We will need to work closely with registered providers to deliver much needed affordable homes in the borough and with private sector landlords to secure access to properties for local people and to prevent homelessness.

We need to be able to work together as agencies operating in Slough to identify people who are vulnerable or at risk and provide them with help and signposting to support. We can also help to restore people's pride in their environment and neighbourhood, while building a stronger and more resilient community.

#### **4. DELIVERY - How the Wellbeing Board works with the key partnership groups in Slough**

Alongside the work to refresh the Wellbeing Strategy the Wellbeing Board has also reviewed its role.

The Board has sought to ensure it is able to play a more strategic role so that it can have genuine influence and set direction. To achieve this it requires an effective partnership network to undertake operational delivery and 'heavy lifting'. The Board will seek to better coordinate activity and ensure greater clarity of accountability and ownership of agendas across and between the wider partnership and the Wellbeing Board.

We have looked at the wider partnership network and made recommendations to ensure that we are maximising the resources and capacity of our whole system for the benefit of Slough.

We will set Terms of Reference that enable closer partnership working but are proportionate in terms of governance and reporting requirements. If we over-process the partnership in Slough we will stifle innovation and creativity. A number of groups already have clear governance and accountability arrangements and it would not be appropriate to suggest that they are all responsible to the Wellbeing Board. However the new arrangements are intended to better map the extent of activity so that it can be coordinated more effectively.

The Board will retain its status as a serviced Committee of the Council and be able to fulfil statutory requirements of a Health & Wellbeing Board.

The diagram below shows how the Wellbeing Board will act to 'hold the ring' for the partnership network, coordinating activity to make the best use of resources in achieving common outcomes.

## Diagram summarising key partnership groups in Slough



\*The Place & Regeneration agenda will be covered by Slough Urban Renewal; Transport Forums; Housing

## Quick guide to key partnership sub groups and strategies

Partnership	Key sub groups	Key strategies
Health and Adult Social Care Partnership Delivery Group	<ol style="list-style-type: none"> <li>1) Autism Partnership</li> <li>2) Carers Partnership Board</li> <li>3) Learning Disability Partnership Board</li> <li>4) Mental Health Board</li> <li>5) Dementia Partnership Board</li> <li>6) Older People's Partnership Board</li> <li>7) BCF Programme Board</li> <li>8) VCS Steering Group</li> </ol>	<ul style="list-style-type: none"> <li>• 5 Year Plan</li> <li>• Autism Strategy</li> <li>• Carers Strategy</li> <li>• Learning Disabilities Plan</li> <li>• Commissioning Strategy for Adult Social Care</li> <li>• Sustainable Transformation Plan</li> <li>• Slough CCG Plan</li> <li>• Voluntary and Community Strategy</li> <li>• Prevention Strategy</li> </ul>
Children and Young People's Partnership [currently being reviewed]	<ol style="list-style-type: none"> <li>1) Health Sub-Group</li> <li>2) Early Help Sub-Group</li> <li>3) Achieving Sub-Group</li> </ol>	<ul style="list-style-type: none"> <li>• Children and Young People's Plan 2015 /16</li> <li>• CAMHS Strategy</li> <li>• Joint Ofsted Delivery plan</li> </ul>
Local Safeguarding Children's Board [statutory]  Slough Safeguarding Adults Board [statutory]	<ol style="list-style-type: none"> <li>1) Child Sexual Exploitation and Trafficking Strategic Sub-Group</li> <li>2) Serious Case Review Sub-Group</li> <li>3) Female Genital Mutilation Sub-Group</li> <li>4) Pan Berkshire groups</li> </ol>	<ul style="list-style-type: none"> <li>• SLSCB Business Plan</li> <li>• Slough Safeguarding Board Strategic Business Plan</li> <li>• Annual Safeguarding Reports</li> <li>• Joint Ofsted Delivery plan</li> </ul>
Safer Slough Partnership [statutory]	<ol style="list-style-type: none"> <li>1) Drug and Alcohol Action Team</li> <li>2) Domestic Abuse Operation Group</li> <li>3) Strategic Child Sexual Exploitation Group</li> </ol>	<ul style="list-style-type: none"> <li>• 5 Year Plan</li> <li>• Community Cohesion Strategy</li> <li>• Annual Safer Slough Partnership Strategic Assessment</li> <li>• Domestic Abuse Strategy</li> <li>• Counter-Terrorism Strategy</li> <li>• National Prevent Strategy</li> </ul>
Strategic Skills & Employment Group		<ul style="list-style-type: none"> <li>• 5 Year Plan</li> <li>• Thames Valley Local Enterprise Partnership's Strategic Economic Plan for Berkshire</li> </ul>
The Place & Regeneration agenda will be covered by Slough Urban Renewal; Transport Forums; Housing	<ol style="list-style-type: none"> <li>1) Slough Urban Renewal</li> <li>2) Slough Regeneration Partnership</li> <li>3) Berkshire Strategic Transport Forum</li> <li>4) Heathrow Strategic Partnership</li> <li>5) HS2 Assurance Working Group</li> <li>6) Local Transport Board</li> <li>7) SEGRO Partnership Group</li> <li>8) Slough Business Community Partnership</li> </ol>	<ul style="list-style-type: none"> <li>• 5 Year Plan</li> <li>• Local Development Plan</li> <li>• Local Transport Plan</li> <li>• Housing Strategy</li> <li>• Centre of Slough Strategy</li> <li>• Asset Management Plan</li> <li>• Economic Development Plan</li> <li>• Air Quality Management Plan</li> <li>• Carbon Management Plan</li> </ul>

## **APPENDIX 1:**

### **Statutory responsibilities of the Slough Wellbeing Board as set out in the Health and Social Care Act 2012**

- To prepare and publish a Joint Strategic Needs Assessment (JSNA) for Slough.
- To prepare and publish a Joint Health and Wellbeing Strategy (JHWS) for Slough.
- To give its opinion to the Slough Clinical Commissioning Group (the CCG) as to whether their Commissioning Plans adequately reflect the current JSNA and JHWS.
- To comment on the sections of the CCG's Annual Report which describe the extent of the CCG's contribution to the delivery of the JHWS.
- To give its opinion, as requested by the NHS Commissioning Board, on the CCG's level of engagement with the Board, and on the JSNA and the JHWS.
- To encourage persons who arrange for the provision of health and/or social care services in the area to work in an integrated manner for the purpose of advancing the health and wellbeing of the area.
- To work with partners to identify opportunities for future joint commissioning.
- To lead on the signing off of the Better Care Fund Plan (BCF).
- To publish and maintain a Pharmaceutical Needs Assessment (PNA).
- To give its opinion to the Council on whether it is discharging its duty to have regard to any JSNA and JHWS prepared in the exercise of its functions.
- To exercise any Council function which the Council delegates to it.
- To ensure that strategic issues arising from Slough's Adult Safeguarding Board and Local Safeguarding Children's Board inform the work of the Board.
- To receive the annual reports from the Slough's Adult Safeguarding Board and Local Safeguarding Children's Board and ensure that partners respond to issues pertinent to the Board.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet

**DATE:** 19<sup>th</sup> September 2016

**CONTACT OFFICER:** Dave Gordon (Scrutiny Officer)  
**(For all enquiries)** (01753) 875411

**WARD(S):** All

**PORTFOLIO:** Cllr Matloob –  
Commissioner for Transport and Highways

**PART I**  
**NON-KEY DECISION****REFERENCES FROM OVERVIEW AND SCRUTINY –  
HOLLOW HILL LANE EXPERIMENTAL SCHEME****1. Purpose of Report**

The purpose of this report is to ask Cabinet to consider the recommendations of the Neighbourhoods and Community Services Scrutiny Panel (8<sup>th</sup> September 2016).

**2. Matters for resolution from Cabinet**

The Neighbourhoods and Community Services Scrutiny Panel has referred the matter of the decision to close Hollow Hill Lane at Chequers Bridge under an experimental traffic order. The wording of the resolution is as follows:

- The Panel recommend that Cabinet review the experimental scheme as soon as possible, with a view to terminating the closure of Hollow Hill Lane after 3 months (2<sup>nd</sup> November 2016) provided that Slough Borough Council have compiled sufficient information by this date to make an informed decision on the matter.

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

Priorities:

- Health: Providing transport facilities that ensure residents can access the health services they need.
- Economy and Skills – Continue to provide residents with access to essential services by improving connections and journey times between work, home, leisure, school and making alternatives to the car more attractive.
- Regeneration and Environment; Improving facilities and access to bus services to increase the use of sustainable forms of transport.
- Housing: Improved public transport links to the area, with quicker journey times for the bus routes serving the area and giving greater choices for residents as to where they can live and access work and facilities.

- Safer Communities: Reduced traffic congestion at the location to improve the environment for residents at the location. This should make a place where people feel safe to live and visit.

Cross-Cutting themes:

**Civic responsibility:** By ensuring that residents are able to express their views and participate in the identification of mitigating measures that will benefit the transport in Slough for everyone.

**Improving the image of the town:** By enhancing the sustainable transport links to Heathrow Airport, London and beyond, improving access and reducing journey times of local bus services and general commuter traffic.

### 3b. Five Year Plan Outcomes

The scheme will deliver the following key actions of the Five Year Outcomes that are also represented in the Transport and Highways Service Plan 2016/17.

- 1.2 *Ensure a fit for business transport infrastructure* by ensuring that the impacts of a road closure are understood and considered for future schemes.
- 1.5 *Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Link to Heathrow* by ensuring informed remedial and mitigation proposals are put forward.
- 3.1 *Define and establish the Centre of the Town as a destination* by providing a sound and reliable multi modal transport system and managing the road network.
- 4.1 *Build on success in making Slough safer* by incorporating road safety schemes into all engineering schemes delivered across the council.
- 5.4 *Ensure children and young people are emotionally and physically healthy* by improving air quality through delivering schemes that reduce congestion at key locations.

## 4 Other Implications

### (a) Financial

The council have undertaken the experiment in order to determine the impact on the road network if a permanent closure comes into effect. From the planned major schemes for the area, it has been indicated that a permanent closure could be a real possibility. Closing the road under an experimental order enables the council to determine the effects of the closure, thus opening negotiations for mitigating measures with the major scheme sponsors.

There are currently no quantifiable financial implications from the recommendations or proposed actions of the report

### (b) Risk Management

Risk	Mitigating action	Opportunities
None	None	There are no risks, threats or opportunities arising from the report.

(c) Human Rights Act and Other Legal Implications

There are no legal or Human Rights Act implications relating to the content of this report.

(d) Equalities Impact Assessment

There is no identified need for the completion of EIA relating to this report.

**5 Supporting Information**

- 5.1 The experimental scheme arose from the ongoing discussions with HS2 Limited, the company responsible for planning the new national high speed rail network. During these discussions, it has become apparent that the planned work for this development will have an impact on residents and businesses in the Langley area.
- 5.2 In particular, this work and the planned relocation of the Heathrow Express depot to Langley will necessitate work in the vicinity of the Hollow Hill Lane railway bridge. Given this, Slough Borough Council (SBC) was unwilling to await the imposition of a likely closure of the bridge without prior knowledge as to the impact such a closure would have on the local community. The information gathered during an experimental scheme involving the closure of the bridge would also allow SBC to be specific in the proposed mitigation it could put forward to partners, allowing for appropriate funding to be found to make the necessary adjustments to the local road network.
- 5.3 The Panel were concerned over the 18 month time frame mentioned in the experimental scheme. To allay some of these concerns, they were informed that the first 6 months of this referred to the imposition of the scheme itself, and the subsequent 12 months to the period in which the impact of the scheme could be assessed and proposals made. Whilst this was appreciated by members of the Panel, their concerns remained that the level of inconvenience caused to local residents and businesses was too great to justify any extension of the scheme beyond that which was absolutely necessary.
- 5.4 Given this, the Panel requested that the bridge closure itself should be terminated at the end of 3 months. As the scheme started on 2<sup>nd</sup> August 2016, this would mean that the closure would end on 2<sup>nd</sup> November 2016. Whilst the Panel accepted that public consultation may continue beyond this date, they considered that the raw data on traffic flows, and the public experiences which would feed into such consultation, would be sufficiently clear after 3 months for further implementation of the closure to be unnecessary.
- 5.5 In particular, whilst the month of August may be unusually quiet in terms of traffic flow, by the beginning of November 2016 all schools and colleges will be back in session and holiday leave amongst workers back to low levels. As a result, SBC should have enough information to adjudicate accurately the impact of any future closure of the bridge during times of peak demand amongst car users. Given this, the Panel were keen for the closure to be terminated as soon as possible; whilst the final decision on the long term future of the bridge may have to be made further into the future, it would not be made any clearer than by the information gathered prior to 2<sup>nd</sup> November 2016.

6 **Conclusion**

- 6.1 The Cabinet is requested to decide upon recommendations outlined in section 2 and discussed in sections 5.1 – 5.5 of this report.

7 **Appendices**

None

8 **Background Papers**

- '1' - Agenda papers, Neighbourhoods and Community Services Scrutiny Panel (8<sup>th</sup> September 2016)

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 19<sup>th</sup> September 2016

**CONTACT OFFICER:** Catherine Meek, Head of Democratic Services  
(For all enquiries) 01753 875011

**WARD(S):** All

**PORTFOLIO:** Leader, Finance and Strategy – Councillor Munawar

**PART I**  
**NON-KEY DECISION**

**NOTIFICATION OF DECISIONS****1. Purpose of Report**

To seek Cabinet endorsement of the published Notification of Decisions, which has replaced the Executive Forward Plan.

**2. Recommendation**

The Cabinet is requested to resolve that the Notification of Decisions be endorsed.

**3. Slough Joint Wellbeing Strategy Priorities**

The Notification of Decisions sets out when key decisions are expected to be taken and a short overview of the matters to be considered. The decisions taken will contribute to all of the following Slough Joint Wellbeing Strategy Priorities:

- Health
- Economy and Skills
- Housing
- Regeneration and Environment
- Safer Slough

**4. Other Implications****(a) Financial**

There are no financial implications.

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

There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 require the executive to publish a notice of the key decisions, and those to be taken in private under Part II of the agenda, at least 28 clear days before the decision can be taken. This notice replaced the legal requirement for a 4-month rolling Forward Plan.

## **5. Supporting Information**

5.1 The Notification of Decisions replaces the Forward Plan. The Notice is updated each month on a rolling basis, and sets out:

- A short description of matters under consideration and when key decisions are expected to be taken over the following three months;
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- Whether it is likely the report will include exempt information which would need to be considered in private in Part II of the agenda.

5.2 The Notice contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.

5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:

- to result in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in an area comprising two or more wards within the Borough.

The Council has decided that any expenditure or savings of £250,000 or more shall be significant for the purposes of a key decision.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Notice and these provisions and necessary actions are detailed in paragraphs 15 and 16 of Section 4.2 of the Constitution.

5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's Notification of Decisions would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

## **6. Appendices Attached**

'A' - Current Notification of Decisions – published 19<sup>th</sup> August 2016.

## **7. Background Papers**

None.

# NOTIFICATION OF DECISIONS

1 SEPTEMBER 2016 TO 30 NOVEMBER 2016

## **SLOUGH BOROUGH COUNCIL**

### **NOTIFICATION OF DECISIONS**

Slough Borough Council has a decision making process involving an Executive (Cabinet) and a Scrutiny Function.

As part of the process, the Council will publish a Notification of Decisions which sets out the decisions which the Cabinet intends to take over the following 3 months. The Notice includes both Key and non Key decisions. Key decisions are those which are financially significant or have a significant impact on 2 or more Wards in the Town. This Notice supersedes all previous editions.

Whilst the majority of the Cabinet's business at the meetings listed in this document will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Notice will/may be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

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This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

If you have any queries, or wish to make any representations in relation to the meeting being held in private for the consideration of the Part II items, please email [catherine.meek@slough.gov.uk](mailto:catherine.meek@slough.gov.uk) (no later than 15 calendar days before the meeting date listed).

#### **What will you find in the Notice?**

For each decision, the plan will give:

- The subject of the report.
- Who will make the decision.
- The date on which or the period in which the decision will be made.
- Contact details of the officer preparing the report.
- A list of those documents considered in the preparation of the report (if not published elsewhere).
- The likelihood the report would contain confidential or exempt information.

## **What is a Key Decision?**

An executive decision which is likely either:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards within the borough.

## **Who will make the Decision?**

Decisions set out in this Notice will be taken by the Cabinet, unless otherwise specified. All decisions (unless otherwise stated) included in this Notice will be taken on the basis of a written report and will be published on the Council's website before the meeting.

The members of the Cabinet are as follows:

- |  |                    |
|--|--------------------|
| • Leader of the Council - Finance & Strategy                                 | Councillor Munawar |
| • Education & Children's Services and Health & Social Care (& Deputy Leader) | Councillor Hussain |
| • Housing & Urban Renewal  | Councillor Ajaib   |
| • Environment and Leisure  | Councillor Bal     |
| • Regulation and Consumer Protection   | Councillor Sohal   |
| • Transport and Highways   | Councillor Matloob |
| • Digital transformation & Customer Care                                     | Councillor Sharif  |

## **Where can you find a copy of the Notification of Decisions?**

The Plan will be updated and republished monthly. A copy can be obtained from Democratic Services at St Martin's Place, 51 Bath Road on weekdays between 9.00 a.m. and 4.45 p.m., from MyCouncil, Landmark Place, High Street, or Tel: (01753) 875120, email: [catherine.meek@slough.gov.uk](mailto:catherine.meek@slough.gov.uk). Copies will be available in the Borough's libraries and a copy will be published on Slough Borough Council's Website.

## **How can you have your say on Cabinet reports?**

Each Report has a contact officer. If you want to comment or make representations, notify the contact officer before the deadline given.

### **What about the Papers considered when the decision is made?**

Reports relied on to make key decisions will be available before the meeting on the Council's website or are available from Democratic Services.

### **Can you attend the meeting at which the decision will be taken?**

Where decisions are made by the Cabinet, the majority of these will be made in open meetings. Some decisions have to be taken in private, where they are exempt or confidential as detailed in the Local Government Act 1972. You will be able to attend the discussions on all other decisions.

### **When will the decision come into force?**

Implementation of decisions will be delayed for 5 working days after Members are notified of the decisions to allow Members to refer the decisions to the Overview and Scrutiny Committee, unless the decision is urgent, in which case it may be implemented immediately.

### **What about key decisions taken by officers?**

Many of the Council's decisions are taken by officers under delegated authority. Key decisions will be listed with those to be taken by the Cabinet. Key and Significant Decisions taken under delegated authority are reported monthly and published on the Council's website.

### **Are there exceptions to the above arrangements?**

There will be occasions when it will not be possible to include a decision/report in this Notice. If a key decision is not in this Notice but cannot be delayed until the next Notice is published, it can still be taken if:

- The Head of Democratic Services has informed the Chair of the Overview and Scrutiny Committee or relevant Scrutiny Panel in writing, of the proposed decision/action. (In the absence of the above, the Mayor and Deputy Mayor will be consulted);
- Copies of the Notice have been made available to the Public; and at least 5 working days have passed since public notice was given.
- If the decision is too urgent to comply with the above requirement, the agreement of the Chair of the Overview and Scrutiny Committee has been obtained that the decision cannot be reasonably deferred.
- If the decision needs to be taken in the private part of a meeting (Part II) and Notice of this has not been published, the Head of Democratic Services will seek permission from the Chair of Overview & Scrutiny, and publish a Notice setting out how representations can be made in relation to the intention to consider the matter in Part II of the agenda. Urgent Notices are published on the Council's [website](#).

For further information, contact Democratic Services as detailed above.

## Cabinet - 5th September 2016

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><b><u>Provision of a Temporary Ice Facility</u></b></p> <p>To consider any proposals, if required, further to the decision of the Cabinet on 18<sup>th</sup> July 2016 to explore the options for the provision of a temporary ice facility during the period of the refurbishment of the ice arena.</p>	E&L	All	All	Roger Parkin, Strategic Director Customer and Community Services Tel: 01753 875207	O&S, 14th July 2016	None		Yes, p3 LGA
<p><b><u>The Old Library Site - Development Proposals Update</u></b></p> <p>Further to the report to Cabinet in March 2016, to consider a follow-up report on the business case to support the redevelopment of the Old Library site.</p>	F&S	Central	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		Yes, p3 LGA
<p><b><u>School Places Strategy - Delivery Options</u></b></p> <p>To consider the preferred option for the next stage in the delivery of secondary school places.</p>	E&C	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		Yes, p3 LGA

**Portfolio Key** – F&S = Finance and Strategy, DT = Digital Transformation, E & L = Environment and Leisure, E & C = Education and Children, T & H = Transport & Highways, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, H & U = Housing & Urban Renewal

**Bold** – Key Decision

Non-Bold – Non-Key Decision

*Italics* – Performance/Monitoring Report

<b><u>Heart of Slough, North West Quadrant/ William St Car Park and Ancillary Land</u></b>	H&U	Central	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None Heart of Slough, North West Quadrant/ William St Car Park and Ancillary Land		Yes, p3 LGA
To consider a report providing an update on the site and it's re-development strategy.								
<b><u>Proposal for Housing Company Group Structure</u></b>	H&U	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None Subsidiary Housing Company Group Structure		Yes, p3 LGA
To consider a proposal on the group structure of a subsidiary housing company.								
<u>Treasury Management Annual Report</u>	F&S	All	All	Stephen Fitzgerald, Interim AD, Finance & Audit Tel: 01753 875358	-	None		
To receive an update on the performance against the Treasury Management Strategy, as approved by Council in February 2016.								
<u>Discretionary Housing Payments Update</u>	F&S	All	All	Stephen Fitzgerald, Interim AD, Finance & Audit Tel: 01753 875358	-	None		
Further to the Cabinet report of March 2016, to receive a progress report to advise Members on set out the level of demand for assistance and consider the impact of wider welfare reforms.								
<u>Notification of Forthcoming Decisions</u>	F&S	All		Catherine Meek, Head of Democratic Services Tel: 01753 875011				
<i>To endorse the published Notification of Decisions.</i>								

## Cabinet - 19th September 2016

**Portfolio Key** – F&S = Finance and Strategy, DT = Digital Transformation, E & L = Environment and Leisure, E & C = Education and Children, T & H = Transport & Highways, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, H & U = Housing & Urban Renewal

**Bold** – Key Decision

Non-Bold – Non-Key Decision

*Italics* – Performance/Monitoring Report

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><b><u>Efficiency Statement</u></b></p> <p>Further to the Financial Planning Update report to Cabinet on 18<sup>th</sup> July 2016, to receive a further update on the Efficiency Statement relating to the Council's four-year Revenue Support Grant settlement with Government.</p>	F&S	All	All	Stephen Fitzgerald, Interim AD, Finance & Audit Tel: 01753 875358	-	None		
<p><b><u>Financial &amp; Performance Report: 1st Quarter 2016/17</u></b></p> <p>To receive the latest financial and Performance information for the period between April – June to 2016 including Revenue and capital expenditure; write off and virement requests; fees and charges, including those relating to court costs; and the Council's Balanced Scorecard and Gold Project updates.</p>	F&S	All	All	Stephen Fitzgerald, Interim AD, Finance & Audit Tel: 01753 875358	-	None		
<p><b><u>Services Contract between the Council and Slough Children's Services Trust Limited (SCST)</u></b></p> <p>Further to the Cabinet report of 27th June 2016, the consider a report on the Services Contract between the Council and SCST.</p>	E&C	All	All	Krutika Pau, Children's Services Director (Interim) Tel: 01753 875751	-	None		

**Portfolio Key** – F&S = Finance and Strategy, DT = Digital Transformation, E & L = Environment and Leisure, E & C = Education and Children, T & H = Transport & Highways, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, H & U = Housing & Urban Renewal

**Bold** – Key Decision      Non-Bold – Non-Key Decision      *Italics* – Performance/Monitoring Report

<p><b><u>Environmental Services and Highways Contract Procurement Update</u></b></p> <p>To provide an update on Environmental Services contract procurement and consider recommendations for the preferred contract vehicle and services scope. Services include waste collection, street cleaning, public realm and highways.</p>	T&H	All	Regeneration & Environment	Nicholas Hannon, Environmental Strategy & Governance Manager Tel: 01753 875275	Overview & Scrutiny Committee	None	√	
<p><b><u>Refresh of Slough Joint Wellbeing Strategy</u></b></p> <p>To consider a draft of the Slough Joint Wellbeing Strategy 2016-2020 and, if approved, recommend the refreshed strategy to Council.</p>	F&S	All	All	Dean Tyler, Head of Policy, Partnerships & Programmes Tel: (01753) 875847	SWB,	None		
<p><b><u>References from Overview &amp; Scrutiny</u></b></p> <p><i>To consider any recommendations from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i></p>	DT	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<p><b><u>Notification of Forthcoming Decisions</u></b></p> <p><i>To endorse the published Notification of Forthcoming Key Decisions.</i></p>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

**Portfolio Key** – F&S = Finance and Strategy, DT = Digital Transformation, E & L = Environment and Leisure, E & C = Education and Children, T & H = Transport & Highways, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, H & U = Housing & Urban Renewal

**Bold** – Key Decision      Non-Bold – Non-Key Decision      *Italics* – Performance/Monitoring Report

## Cabinet - 17th October 2016

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>References from Overview &amp; Scrutiny</u> <i>To consider any recommendations from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i>	DT	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None References from Overview & Scrutiny		
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None Notification of Forthcoming Decisions		

## Cabinet - 21st November 2016

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Financial &amp; Performance Report: 2nd Quarter 2016/17</u>  To receive the latest financial and performance information for the period between July to September 2016; including revenue and capital expenditure; write off and virement requests; and performance information.	F&S	All	All	Stephen Fitzgerald, Interim AD, Finance & Audit Tel: 01753 875358	-	None		

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**Bold** – Key Decision      Non-Bold – Non-Key Decision      *Italics* – Performance/Monitoring Report

<p><b><u>Issues and Options for review of the Local Plan for Slough</u></b></p> <p>To agree Issues and Options for the review of Slough's Local Plan which would be the subject of public consultation.</p>	H&U	All	All	Paul Stimpson, Strategic Lead Planning Policy & Projects Tel: (01753) 875820	Planning Committee	None		
<p><b><u>References from Overview &amp; Scrutiny</u></b></p> <p><i>To consider any recommendations from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i></p>	DT	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<p><b><u>Notification of Forthcoming Decisions</u></b></p> <p><i>To endorse the published Notification of Decisions.</i></p>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

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