

Appendix E: Council's Gold Project Updates as at 30th September 2014

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|---|-----------------|---------------|--------------------------------------|-----------------------|------------------------------|
| Accommodation & Flexible Working | | | Project SPONSOR | Roger Parkin | |
| Wards affected | | | Project MANAGER | Charan Dhillon | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| Current period | AMBER | AMBER | AMBER | AMBER | 30/09/2014 |
| <i>Previous month</i> | <i>AMBER</i> | <i>AMBER</i> | <i>AMBER</i> | <i>AMBER</i> | 27/08/2014 |
| Project start date: | 01/04/2013 | | Anticipated Project end date: | Nov 2015 | |

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| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | |
| Key project deliverables (what are the key deliverables this project intends to produce?) | |
| <ol style="list-style-type: none"> 1. Upgrade the mechanical and electrical plant at SMP in order to provide a better working environment for building users and improve the ventilation and heating. 2. Increase the number of meeting rooms at SMP in order to support staff to do their jobs more easily, enabling greater access to rooms for one to ones, confidential meetings, quiet working etc. 3. Create a Business Centre to support staff development creating a facility that provides quiet confidential space that can be used flexibility for e-learning, quiet working and transformed into the elections room during the Election period. 4. Provide informal meeting space that enables staff to easily transfer from their desks to have a discussion away from the open plan desk area where required. 5. Enhance Flexible Working Practices, helping staff to do their jobs more efficiently and easily through installing Wi-Fi and creating work space in hubs in community space around the borough. 6. Enhance use of building assets through better utilising office space and installing more modern furniture and DIP solutions to reduce floor space being used to store paper. 7. Create a private reception waiting area for Social Services clients, giving them greater privacy where required. | |
| Key activities completed / milestones achieved in this period: | |
| <ol style="list-style-type: none"> 1. Head of Facilities Management has been liaising with Business Rates to submit a formal request under section 44a for relief of part unoccupied areas as part of this project. This will provide a financial credit for the council for the wings that are out of use during the building works. 2. 2nd Floor West works due to be complete by 5th October. Week commencing 6th October, Facilities and IT will spend week commencing 6th October, furnishing and installing IT requirements in preparation for the staff to decant from the 1st floor west to this wing from Friday 10th October 3pm. 3. As reported last month, since the project started it has been discovered that additional work needs to be carried out alongside this project including installation of a new fire alarm and intruder system, upgrade of the roof to prevent further water leaks coming into the building (after fit out), renewal of ceiling tiles, re-painting of the wings and various other requirements. Property Services have notified the Capital Strategy Board that this project will require an additional £500,000 to undertake these works. The board have noted this requirement and requested that the business case be presented to the Capital Strategy board after Christmas. | |

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4. It has been agreed with the contractors that once the 1st floor west is closed from 13th October, they will allow us to continue using the Canteen/Rest Room on the 1st Floor. A temporary partition will be built to enable safe access for staff. Access will be via the Ground and Second Floors West via the fire staircase. As there is no lift in this part of the building, wheelchair users/staff with mobility issues, will not be able to use the stairs to access the canteen. The works will be for duration of 12 weeks and wheelchair users will be asked to liaise with their buddy to assist with purchases from the canteen. Vending machines will remain available in the reception area and Montem Leisure Centre has opened a new canteen which SBC staff can use. The disability forum and Health & Safety have been consulted.

The canteen will close to all staff from 19th December for 2 weeks while the contractors carry out the mechanical and electrical upgrade in this area.

5. SMP Reception desk choice has been finalised, Facilities have consulted the disability forum and Arvato.
6. Agreed that TV screen will be installed in all meeting rooms in place of Projector Screens as this is more cost effective and looks more professional.
7. Arvato presented estimated costs for installing Video Conferencing in selected Rooms at SMP. The cost has come back quite high and therefore the original plan to install this in Mercury 1 (also the emergency Planning Room), Saturn 2 (1st Floor East) and the CMT Meeting Room (1st Floor West), needs to be reviewed. CMT should decide which room would be priority for this installation.
8. Services Supporting Behaviour move to Littledown has been delayed as legal agreements still being compiled.
9. Moves programme was updated and re-circulated to all staff.
10. Arvato have changed suppliers for the Wi-Fi solution, as the proposed solution was not PSN compliant. Manjit Lalli has chased arvato to provide timeframes for providing a cost solution.
11. DIP - Civica has been on site and met with the three pilot areas – legal, planning and building control and lifelong learning. All areas have been asked to complete a form to estimate back scanning costs. These will be returned to Civica by Friday 3rd October. Civica and arvato will produce a plan and costs by the end of October.

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

1. Decant of 1st floor west and building works to start on the 1st Floor West as above.
2. Prepare for canteen closure over the Christmas period and Reception building works.
3. Finalise Video Conferencing Requirements.
4. Flexible Working CMT report to be presented.
5. Wi-Fi Costs to be confirmed.
6. Costs for IT kit required in meeting rooms to be confirmed.
7. Receive report from arvato on back scanning costs and roll out of digital mailroom.

Key issues of **risk / obstacles to progress**:

More detailed Risk Register prepared – below are the main headings

Red /Amber/ Green

1. **Reliance on Partners** – The programme is relying on partners such as Arvato being able to deliver support as required and deliver IT solutions within required timescales. This includes development of Wi-Fi, support in the physical moves and ordering of IT kit. The Head of Facilities is

Amber

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| <p>ensuring that Arvato are given sufficient notice of requirements. SBC employed IT Manager is part of the project board, therefore enabling efficient communication between the project board and Arvato. Where issues are experienced these will immediately be brought to the attention of the Contract Manager who will support the project group in addressing any such matters.</p> | |
| <p>2. Capital Budget Overspend – The budget forecast was prepared with detailed costing. Contingencies were allowed for and close monitoring of spend has been taking place to prevent any overspend. However since the project started, a number of high costs additional works have been identified resulting in a requirement to request further funding as highlighted above.</p> | Amber |
| <p>3. Staff resistance/blockages to changes – It is recognised that installing new furniture i.e. smaller desks, changing the environment layouts and generally implementing changes related to this project will result in staff resistance/blockages. We are maintaining consistent communication with staff through briefings, email and the weekly newsround. Furniture samples have been available for staff to view and test over the last 6 months, enabling us to listen to feedback. This project creates a number of improvements such as more meeting space, more desk availability and enhanced break out space. Therefore these benefits are being used to promote the changes and at present the risk is low. Layout plans have been checked by the Health & Safety Manager and Building Control all has confirmed the plans meet requirements.</p> | Green |
| <p>4. Delivery timeline – It is anticipated that this project will continue until November 2015. There will be reliance on a number of factors throughout the life of this project i.e. delivery of equipment and materials, contractor's staff, sufficient resources available in the Facilities Management and Property Services team to support delivery etc. As this project includes mechanical & electrical and building works, there is a risk of unexpected findings causing delays. A lot of time has been committed in surveying the building and estimating timescales, therefore the risk is low at this stage. The Head of Facilities and Property Engineers have already committed a lot of time to this project and at present time are being well managed between other commitments and this will continue. The Head of Facilities has prepared a detailed schedule, so resources can be allocated in advance enabling other commitments and projects to be scheduled around the timetable for this project. Regular meetings are taking place with contractors and SBC Leads i.e. Facilities, Property, Arvato IT and the Project Executive (Director of CCS), ensuring close monitoring of the project progress and ensuring risks are kept to a minimum or mitigated immediately.</p> | Amber |
| <p>5. Legal Delays – Procurement regulations have been followed as required with allocation of time for legal work.</p> | Green |
| <p>Recommendations for CMT:</p> | |
| <ol style="list-style-type: none"> 1. To support the project board with the proposed changes to working practices and promote these within your service areas, including flexible working, clear desk policy, general tidiness etc. 2. Confirm priority location for Video Conferencing. 3. Reliance on Partners – Where CMT members have management of partners under their area, | |

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support this project by ensuring the provider delivers as required i.e. Arvato, Interserve etc.

4. Further funding required to cover unexpected costs as per above notes to fund roof replacement, upgrade of the intruder and fire alarm etc. CMT asked to support this additional requirement.

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| Fit for the Future | | | Project SPONSOR | Ruth Bagley | |
| Wards affected: All | | | Project MANAGER | Kevin Gordon | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | AMBER | GREEN | AMBER | AMBER | 07/10/2014 |
| <i>Previous month</i> | AMBER | GREEN | AMBER | AMBER | 05/09/2014 |
| Project start date: | 08/10/2013 | | Anticipated Project end date: | 30/04/2015 | |

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| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> | |
| Key project deliverables (what are the key deliverables this project intends to produce?) | |

The project scope / profile has been refined into the following themes:

1. Organisational Development - includes four workstream;
 - a. Customer Focus
 - b. Governance
 - c. Staff Engagement
 - d. Transformation Capacity
2. Leadership Development
3. Developing Skills
4. Recruitment and Retention
5. Recognising Success
6. Employee Well Being

Project terms for these areas and a full risk analysis to be signed off.

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| Key activities completed / milestones achieved in this period: |
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1. Organisational development

Customer Focus workstream

- New 'Customer Service' e-learning module to reflect revised customer standards and skills to underpin customer service delivery completed end of September 2014. Launch planned by end of October.

Governance workstream

- Risk and Audit group completed a self-assessment of how our governance compares to the latest CIPFA / IFAC guidance.

Staff engagement workstream

- Feedback from staff conference reviewed and posted on SBCinsite.
- SLT monthly half-day to front line staff/services have begun and are being monitored.
- Staff suggestions for behaviours linked to each of SBC values have been reviewed and a final list will confirmed shortly.

Transformation workstream

- Recruitment of temporary project manager and officer posts started through Matrix.

2. Leadership and management development

- Management Development Programme (MDP) cohort 3 starting 22nd October and cohort 4 starting 25th November.
- Facilitation partners assigned to lead delivery of each module with support from Assistant Directors.

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| 3. Developing skills <ul style="list-style-type: none"> The e-learning environment has been upgraded to the latest version that will enable courses to be completed on mobile devices in future. Corporate development programme accessible on SBC Insite with the facility for staff to book places on courses. | | |
| 4. Employee Wellbeing <ul style="list-style-type: none"> 3 out of the 4 directorates have hit the target set for the September Sickness Absence (Balanced Scorecard). | | |
| Key activities / milestones scheduled for next period: | | |
| 1. Organisational development Customer Focus workstream. <ul style="list-style-type: none"> New customer charter and standards to be launched. Workstream to be reviewed and workshop held to determine how best to deliver savings. | | |
| 2. Leadership and management development <ul style="list-style-type: none"> Initiatives launched to get all managers to periodically revisit their commitments under the management charter. | | |
| 3. Recruitment and retention <ul style="list-style-type: none"> E-recruitment process implementation with Arvato completed and e-recruitment form finalised. Service Planning Guidance updated with an enhanced explanation of how to use the workforce planning tool. | | |
| 4. Employee Wellbeing <ul style="list-style-type: none"> Physical activity initiatives including fitness sessions and free swimming rolled out for staff during October. Continuing health checks to encourage staff to monitor particular health concerns. | | |
| Key issues of risk / obstacles to progress: | | |
| (the main headings from the more detailed Risk Register for this project) | | Red / Amber / Green |
| 1. Leadership and management development: 1.1 Capacity among volunteer facilitators to roll out further cohorts of the Management Development Programme. <i>Risk mitigation</i> <ul style="list-style-type: none"> Provision of facilitation skills workshop for volunteer facilitators and to build general capacity. 1.2 Potential for critical skills gaps for meeting future organisational challenges without a succession plan for growing future leadership from the internal talent. <i>Risk mitigation</i> <ul style="list-style-type: none"> Workforce Strategy Group to develop succession planning approach. Enable development opportunities for participants in the MDP. Roll out MDP to all managers. 1.3 Risk of not empowering managers via improved delegation if the review of the Scheme is not completed. <i>Risk mitigation</i> <ul style="list-style-type: none"> Head of Legal to work with all SMTs. | | Green |
| 2. Governance: 2.1 Capacity to support overall project delivery by having sufficient project and programme managers. <i>Risk mitigation</i> <ul style="list-style-type: none"> CMT to consider how to acquire or develop project and programme | | Red |

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| <p>management capacity of the organisation.</p> <p>2.2 Potential impact on 'transformation' workstream if suitable candidates are not recruited to 'Transformation' posts.</p> <p><i>Risk mitigation</i></p> <ul style="list-style-type: none"> • CMT to consider how to acquire or develop transformation capacity of the organisation. | | | |
| <p>3. Staff engagement:</p> <p>3.1 Staff engagement and a cultural shift will not be achieved if engagement and communication is not consistently followed through, e.g. manager visits, communication of major changes at an early stage.</p> <p><i>Risk mitigation</i></p> <ul style="list-style-type: none"> • All SLT to commit to team visits, effective communication and to build communication plans into any change programme. | | | Green |
| <p>4. Customer Focus:</p> <p>4.1 Customer Focus Programme Board is without a project manager or a business case.</p> <p><i>Risk mitigation</i></p> <ul style="list-style-type: none"> • Recommend to appoint and resource a project manager and set the Board a timetable for production of a business case. • Director of Customer and Community Services to review current operation of the Board - need to reconsider focus, capacity and targets. | Red | | |
| <p>5. Staff sickness:</p> <p>5.1 Performance figures for sickness absence rates continue to be higher than corporate target in Wellbeing.</p> <p><i>Risk mitigation</i></p> <ul style="list-style-type: none"> • The target for this directorate is being benchmarked and re-profiled and additional support for managing sickness is being put in. | | Amber | |
| <p>6. IT infrastructure:</p> <p>6.1 The current IT infrastructure is not allowing modern learning methodologies which restricts interactive e-learning and other online courses.</p> <p><i>Risk mitigation</i></p> <ul style="list-style-type: none"> • ICT strategy and delivery to ensure infrastructure supports modern E learning methods. • Decision on video and audio being made through available citrix is required. | Red | | |
| <p>Recommendations for CMT:</p> | | | |
| <p>(actions to address the above risks/obstacles):</p> | | | |
| <p>1. Leadership and management development:</p> <ul style="list-style-type: none"> • Support development opportunities for MDP participants to take part in corporate projects. • Support take up and facilitation of MDP. • Support review of Scheme of Delegation via SMTs. <p>2. Governance:</p> <ul style="list-style-type: none"> • CMT to consider how to acquire or develop project, programme management and transformation capacity. <p>3. Staff engagement</p> <ul style="list-style-type: none"> • All SLT to commit to team visits, effective communication and to build communication plans into any change programme. <p>4. Customer Focus:</p> <ul style="list-style-type: none"> • SD CCS to review current operation of the CFPB. <p>5. Staff sickness:</p> <ul style="list-style-type: none"> • None for CMT. | | | |

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6. IT infrastructure:

- CMT to ask that ICT strategy and delivery to ensure infrastructure supports modern E learning methods including decision on video and audio being made available.

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| Learning Disabilities Change Programme | | | Project SPONSOR | Jane Wood | |
| Wards affected: All | | | Project MANAGER | Alan Sinclair | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | GREEN | GREEN | AMBER | AMBER | 04/10/2014 |
| <i>Previous month</i> | GREEN | GREEN | AMBER | AMBER | 04/09/2014 |
| Project start date: | September 2012 | | Anticipated Project end date: | March 2016 | |
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| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |
| Key project deliverables (what are the key deliverables this project intends to produce?) | | | | | |
| <ol style="list-style-type: none"> 1. Accommodation– For adults with learning disabilities currently living in and out of the borough to be provided with the opportunity to access more independent supported housing. 2. Day opportunities – the redesign of existing day care opportunities to offer day time activities which can be funded through personal budgets. 3. Managing the needs of carers of those people with a learning disability – to review the existing respite provision. 4. Review existing pathways within the Community Team for People with Learning Disabilities (CTPLD). | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| <u>Summary of the main savings areas under 1. Accommodation</u> | | | | | |
| <p>At the beginning of this project it was decided to explore options for the full cohort of 66 people with a learning disability living in residential care out of borough with a view to moving them to supported living accommodation in Slough. We are also working with three residential providers based in Slough with a view to deregistering the homes and transforming them into supported living models. This will affect 22 people with a learning disability.</p> <p>Following consultation with families and applying best interest principles for those people that lack capacity to choose where they want to live; the following numbers will be moving back to Slough.</p> <ul style="list-style-type: none"> • In total 27 people will be moving from residential care to supported living in Slough in 2014/15 • To date 8 people have moved with a further 19 planned by the end of this financial year. • There are 30 people currently in out of borough residential care which is either specialist and cannot be replicated in Slough at this stage or are living very settled and living near families. We will be using the Care Funding Calculator to renegotiate the fees for these placements. • There are 9 people living in out of borough residential care where the families are opposed to any moves back to Slough. We will again be using the Care Funding Calculator to ascertain the appropriate level of fees or take legal advice as to how we can move these people in their best interest but against the views of the family. • For the new builds we are mapping future need and cost from transitional clients and for those clients living at home with ageing carers. • We are expecting one provider of residential care for 8 people to deregister this year with a further 14 people next year. | | | | | |
| <u>New Supported Living Schemes</u> | | | | | |
| <ul style="list-style-type: none"> • <u>Comfort Care, Stoke road – (5 service users)</u> <ul style="list-style-type: none"> ○ Nominations agreement and contract monitoring to be completed. ○ HB backdated to Jan 14 exempt status for accommodation agreed. ○ Savings of 85k achieved for 2014/15. | | | | | |

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- Achieved - **Green** – NFA.
- All service users making good progress.
- Langley House, Langley Road – (6 service users projected/ staggered move dates)
 - Fully operational from 25/8/14.
 - Estimated savings of £131K for 2014/15.
 - £212K in 15-16.
 - Achieved – **Green** – NFA.
 - 2 service users identified for vacant beds moving in Nov 14.
 - Consultation with families to be finalised.
 - 4 service users making good progress.
 - Psychology & SALT (speech and language therapist) resources to be agreed with health managers.
- Regard, Stoke Road – (8 service users)
 - Estimated operational Jan 2015.
 - Exchange of Contracts issues with the current owners of property. Contracts drawn up but not exchanged – owners being pursued by estate agent and solicitors.
 - Regard looking for other properties in case sale falls through.
 - Extensive refurbishment to take place if house purchased.
 - Estimated savings of £36K for 2014/15.
 - Savings of 149K for 2015/16.
 - Monthly update meetings taking place with SBC and Regard.
 - Service users identified for property.
 - **RED** – This provider has had difficulty in sourcing appropriate property due to increased demand in diminishing supply on this sector of the housing market. Regard has now sourced a property which is suitable but are experiencing some delay from the existing owners. **Delays are still ongoing. Weekly discussions taking place with Regard to progress exchange of contracts on property.**
- Mencap - (2 properties – 4 service users in each)
 - Property search for two houses (4 service users in each) on-going.
 - **House 1 property found offer accepted completion Nov 14. – Purchase price agreed. Service users and families meeting monthly to plan the move. House operational Jan 15.**
 - **House 2 - 3 properties have been viewed none suitable to meet service users needs. Estimated move in time Feb. 2015 if property is found and being purchased this month.**
 - Estimated savings of £22K for 2014/15?
 - Savings of £86K in 15-16.
 - Second property being sought but this is still proving difficult.
 - **AMBER** – As above MENCAP has had difficulty in sourcing appropriate properties in Slough due to the reasons identified above. They have now sourced one property and are scoping suitably and cost.

De-registration of Slough based residential homes

- A total of 22 service users.
- Timeframe – April 2015.
- Discussions to take at the project board re de-registration and transfer to supported living schemes.
- Savings – 47k for 2014/15.
- Projected savings £75k in 2015/16.
- **RED** – One Slough Provider is in the process of deregistering their two homes in Slough and transforming them into supported living models. Further meetings are being arranged with the other two providers regarding progress.

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New Build agreed with SBC Housing Department.

Brook Path Cippenham

6 -1 bed flats: 4 wheelchairs adapted 1 bed flats, 1 general needs flat, and 1 flat staff accommodation.

Plans have been drawn up for the site, awaiting a decision from SBC pre planning.

Site has been assessed by SBC pre-planning.

Meeting with Architects on 9.10.14 to discuss formal planning and pre-planning comments.

Belfast Ave Slough

6 bed shared house with staff sleep in accommodation. Currently on hold due to a covenant on the land.

SBC Housing Department are working on lifting the covenant.

Rochford Hostel Site

6-1bed flats ground floor built to wheelchair standards.

9-1 bed flats one will be for staff accommodation.

Plans currently with SBC pre planning awaiting advice.

- Total of 27 suitable units identified (on 3 separate sites).
- 21 beds to be developed in the first stage.
- Development planned to take place over the next 12 to 18 months.
- **Detailed plans for the first scheme have been assessed by SBC pre planning stage.**
- **Meeting with Architects on 9.10.14 to discuss formal planning and pre planning comments.**
- These schemes will be primarily for those clients living at home with elderly parents who will be unable to provide the required levels of care and for some of those young people coming through transition. Therefore cost avoidance.
- Detailed mapping and consultation with families is currently underway with a view to prioritising those in greatest need and therefore reducing the risk of emergency placements being needed.
- Nominations board to be set up to discuss cases suitable for new build sites. Operational by December 2014.
- **AMBER**

Actual and Projected Savings

Savings Targets:

2014/15 - £0.75m

2015/16 - £1m

| Date | Provider | Numbers | Savings 14-15 (£) | Savings 15-16 (£) |
|-------------------------|-----------------|-----------|-------------------|-------------------|
| Already achieved | | | | |
| | Comfort Care/LH | 5 | 85,634 | 86,360 |
| | Choice - LH | 3 | 115,516 | 179,667 |
| Sub Total | | 8 | 201,150 | 266,027 |
| To be achieved | | | | |
| October 14 | Choice - LH | 2 | 33,316 | 66,812 |
| January 15 | Regard | 4 | 36,785 | 149,174 |
| January 15 | Mencap | 8 | 18,105 | 86,949 |
| De-registration | | | | |
| Dec 14 | Voyage | 7 | 47,901 | 115,782 |
| Sub total | | 21 | 136,107 | 418,717 |
| Overall total | | 29 | 337,257 | 684,744 |

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Additional saving identified for this year are:

- Continuing Health Care negotiation – £150,000.
- Ordinary Residence negotiation – £12,000.

This currently leaves a projected underachievement of savings of approx £250,000 for 2014/15 but with a contribution to next years planned savings of £320,000.

A contingency plan for reaching savings target has been developed and is being implemented.

Further work will be undertaken for the November update to profile the remainder of the planned savings until the end of the project in March 2016.

Key issues of risk / obstacles to progress:

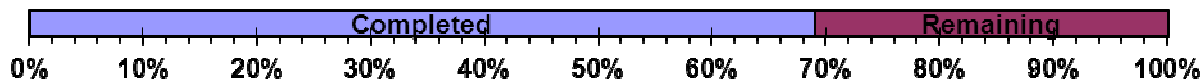
| (the main headings from the more detailed Risk Register for this project) | Red / Amber / Green |
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| <p>1. There is a risk that the total projected savings identified for this year will not be achieved within timescale. Mitigating action – The Learning Disability Change programme Board to explore other options for achieving savings target for 2014/15.</p> <p>2. Capacity – Health – Uncertainty whether sufficient capacity to meet the health needs of all clients returning to the Borough, especially around behavioural needs. Mitigating action - Choice is providing behaviour support for Langley House for 6 weeks. Choice is producing a psychology report on the needs of individuals. Simon Broad is discussing health resources with senior health managers.</p> <p>3. The commissioning support for this programme is currently temporarily reduced and this has affected the ability of the team to undertake the required tasks. Mitigating action – Interim Project Officer and operational team to continue to prioritise the workload and target efforts and resources to those areas for work that will contribute most to the efficiencies savings target.</p> | Red |
| <p>4. Capacity - Mental Capacity Assessment process needs to be adequately resourced. Mitigating Action – LD Service Manager to prioritise within existing team workload.</p> <p>5. Deputyship/ appointee ship pressures that need to be addressed more service users will need their finances managed by SBC in supported living. Mitigating Action – Apointeeship Officer to receive support from Safeguarding Team admin to manage increased demand. Safeguarding Development manager to attend monthly LDCP meetings to understand existing and future demand and plan accordingly.</p> | Amber |
| <p>6. Court of Protection applications taking up to 6 months to be processed this could significantly delay re-housing of service users in Supported Living and have a financial impact as housing providers will expect the council to cover the cost of voids arising from the delays. Mitigating Action – Agreement to be sought from Supported Living providers that they will accept tenancies on the basis that CoP applications have been made.</p> | Red |
| <p>7. The time taking to complete CFC assessments has 2 key delivery impacts 1) to provide basis to be able to initiate negotiations with existing Residential Care providers at reducing costs and 2) to facilitate negotiations on price with Approved Supplier providers to agree Supported Living services. Mitigating action – LD Service to prioritise this as part of the team workload.</p> | Amber |
| <p>8. Accommodation Provision – Housing market has heated up increasing competition for housing making it more difficult to secure accommodation in addition house prices now increasing. Approved Providers need to be able to procure appropriate accommodation and make it suitable for the client group within the constraints of HB Regulations. Mitigating action – Project support and LD Service Manager to continue to hold monthly meetings with SL</p> | Red |

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| <p>Providers to check progress and visit potential properties. Also to approach other Providers on the network to ascertain if they have possible properties lined up.</p> | |
| <p>9. A number of the out of borough placements are living close to family/carers and will be reluctant to return to Slough. Mitigating action – Care Funding Calculator (CFC) tool to be used as a negotiating tool to bring down high costing placements. The LDCP Board needs to weigh up the risk and costs of possible legal challenge if we support people to move back into Slough against the family's wishes.</p> | Amber |
| <p>10. A small number of the out of borough placements are in highly specialised provision and suitable provision may not be available locally or to develop locally will be too expensive. Mitigating action – CFC tool to be used to negotiate a reduction in costs.</p> | Green |
| <p>11. Returning clients too quickly to the Borough may put undue stress on related provision within the borough especially health (detailed in item 2 above) & day services. Mitigating action – There is a health representative on the LDCP Board and they are aware of the potential pressures and will be exploring options for managing the increased need.</p> | Green |
| <p>12. Upfront implementation/transition costs will impose increased budget pressure in short term and will offset some of the efficiency savings. Mitigating action – this needs to be factored into the forecast efficiency savings target.</p> | Amber |
| Risk Mitigations: | |
| As stated above | |
| Recommendations for CMT | |
| <p>To note the update and the ongoing risk in relation to the court of protection applications, the current underachievement of savings, the impact of delays in securing appropriate housing and the impact on the project of temporary reduction in project support.</p> | |

Appendix E: Council's Gold Project Updates as at 30th September 2014

| | | | | | |
|---------------------------------------|------------|--------------|-------------------------------|-------------------|-----------------------|
| Safeguarding Improvement Board | | | Project SPONSOR | Jane Wood | |
| Wards Affected: All | | | Project MANAGER | Kitty Ferris | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| Current period: | RED | GREEN | RED | RED | 30/09/2014 |
| <i>Previous month</i> | RED | GREEN | RED | RED | 31/07/2014 |
| Project start date: | June 2011 | | Anticipated Project end date: | End March 2015/16 | |



Has this highlight report been agreed and authorised by the Project Sponsor? Yes No (draft)

Key project deliverables (what are the key deliverables this project intends to produce?)

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

Performance Outturn

There is no performance update since the August Gold Project Report.

Key Activities in this period (September 2014)

1. The Innovation Bid to the DfE was submitted on time (Children on the Edge of Care). As yet, we have not heard as to whether we have been successful to progress to the next phase of the selection process.
2. A multi-agency event (facilitated by LAC and Care Leavers Programme Manager) was held to explore current care pathways with a view to improving help wrapped around young people on the edge of care. All participants agreed that communication and understanding of different roles was significantly improved as a result.
3. A second 'open day' was held for partners (attended by 25 practitioners and managers from a range of agencies) to demonstrate the work undertaken by Children's Social Care and the child's journey through the system, once a referral is made. Feedback was very positive.
4. Multi-agency Early Help training continues to be delivered, with positive feedback and a gradual improvement in the number of Early Help Assessment.
5. Troubled Families data received from Community Safety Partnership; still working on evaluating evidence to identify families 'turned around'.
6. A second meeting of the Slough MASH Project Board took place, attended by the Council, TVP and BHFT. 5 work streams agreed governance arrangements and reporting. CCG have agreed to representation of the Group. Work continues with First Contact Duty Service, supported by Head of Service, Special projects to improve and steam line current processes to achieve smooth transition to a MASH.
7. Tender chosen for Phase 2 experienced social worker recruitment.
8. Lead agreed for LGA Safeguarding Practice Diagnostic (rest of team being finalised).
9. Independent LSCB Chair interviewed, post offered and accepted.
10. Four Borough Project commenced – case manager to track and QA work within Public Law Outline – streamline, achieve timeliness targets and improve quality – to achieve good outcomes.
11. Work continuing with Cambridge Education to finalise proposals re Virtual School.

Workforce Strategy:

- a) Staffing: Investment and Expenditure Projections 2014/15

The table below shows the substantial investment in staffing for 2014-15 and confirms that a total of £3.3m

Appendix E: Council's Gold Project Updates as at 30th September 2014

has been added to the budget during the year. This is to enable full funding for 91 front line staff and first line managers (including administrative staff) to be filled by either permanent or agency staff so that the service can achieve its objective of reducing caseloads and improving practice and performance. This growth is sourced by permanent funds of £0.9m including funding for future 'proofing' and £2.4m which is one off funding to 'bridge' the extra cost of agency staff whilst progress is made in permanent recruitment.

| | | |
|-------------------------|-------|--------------|
| | £'000 | £'000 |
| Current Budget | | 2,841 |
| Increased Establishment | 701 | |
| Agency Cover | 2,403 | |
| Future planning | 142 | |
| Sub Total | | 3,246 |
| Total* | | 6,087 |

* Of the £6.087m; £2.4m is one off and £4.6m is recurrent of which £842k is new.

b) Recruitment of Permanent Staff – August Outturn

As at Sep 14, of the 91 funded posts, there were 45 (38 in August - an increase of 7) permanent posts at a cost £2,070k, 1 vacant post, and 45 (53 in August) agency staff at a cost of £3,816k, a total of £5,886k, and would represent a current projected underspend of about £201k (£120k in August), and increase of £80k from last month. This represents a current ratio of 49%:51% (42%:58% in August), between permanent and agency staff, across the service including front line management positions.

The table below shows a profile of 6 new permanent staff over 5 months, from expected start dates, analysed by team and job title. Of the 13 staff presumed to start in Dec, 7 have started in September, leaving 6 to start of next 5 months. Our profiles and projections have been amended to reflect the table below, hence the resulting additional underspend. The table also shows that equivalent agency staff will leave.

| Profile of New Staff and Agency Staff Leaving over 5 Months | | | | | |
|--|----------------------------------|-----------------------------------|-----------------------------------|------------------|-----------------------------|
| New Starter Profile by Service Area | New Starters from October | New Starters from November | New Starters from February | Sub Total | Agency Staff Leaving |
| PACT & CL Teams Practice managers | | 1 | | 1 | -1 |
| Social Workers | 1 | 1 | | 2 | -2 |
| Subtotal | 1 | 2 | | 3 | -3 |
| CIN Teams Practice Managers Social Workers | 1 | | | 1 | -1 |
| NSQ's | | | 2 | 2 | |
| Subtotal | 1 | 0 | 2 | 3 | -1 |
| Grand total | 2 | 2 | 2 | 6 | -4 |

Appendix E: Council's Gold Project Updates as at 30th September 2014

| New Starter Profile by Officer type | New Starters from October | New Starters from November | New Starters from February | Sub Total | Agency Staff Leaving |
|--|----------------------------------|-----------------------------------|-----------------------------------|------------------|-----------------------------|
| Practice Managers | 1 | 1 | 0 | 2 | -2 |
| Social Workers | 1 | 1 | 0 | 2 | -2 |
| NSQ's | 0 | 0 | 2 | 2 | |
| Grand total | 2 | 2 | 2 | 6 | -4 |

c) Workforce Projections – revised following September outturn

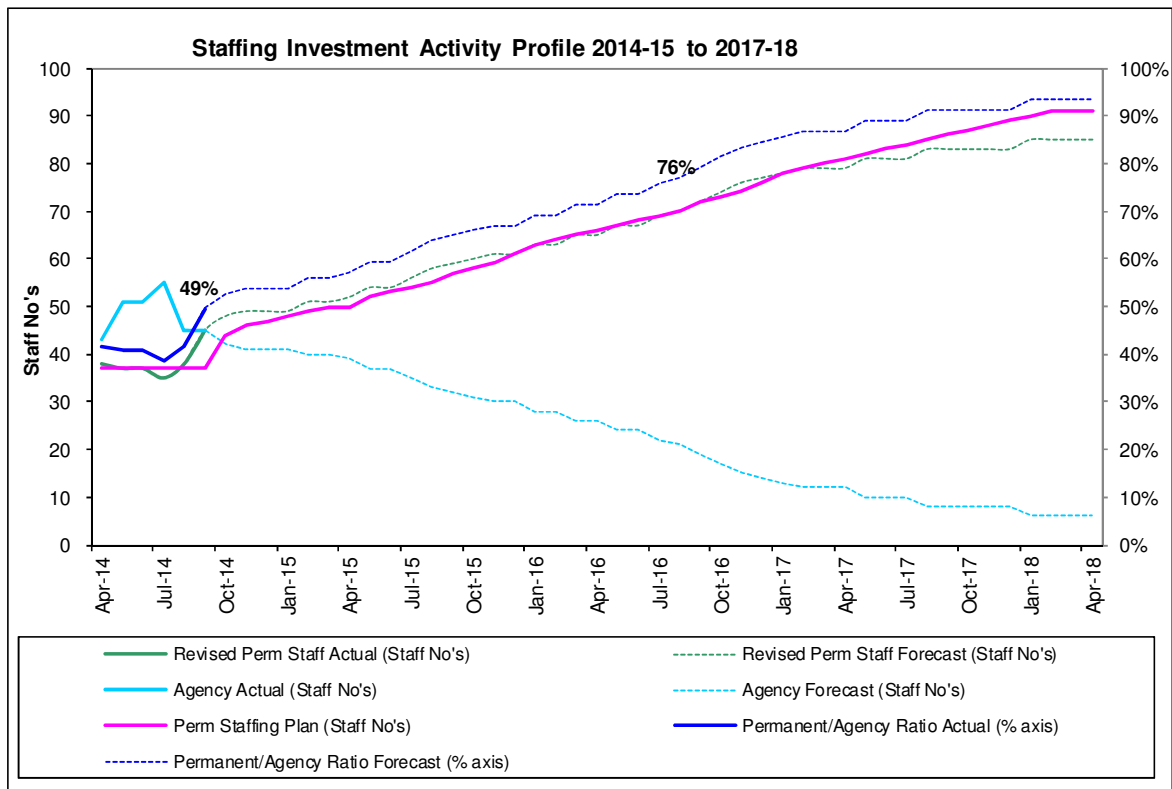
Latest projections have been amended to assume that by the end of the current financial year there will be 6 additional permanent posts, resulting in a ratio of 51 permanent staff, 1 vacant post and 39 Agency i.e. 56%:44%. The goal is to achieve an 80:20 split within 3 financial years. Current performance shows an overachievement of 8 permanent staff, at this point in time against the target of 37.

The graph below shows the staffing profile of permanent to agency staff over the next 3 years. The cross-over point where permanent staff starts to exceed agency staff is now expected to be around October 2014 (November 2014 in August). The goal of achieving the ratio of 80% permanent staff was projected to be reached in February 2017, but the successful campaign would mean that the goal would be achieved earlier, providing that recruitment is completed, by October 16, based on 15 QSW's being employed in each of the years for 2015 16 and 2016 17.

The pink line on the graph reflects the permanent staffing plan as per the growth bid; this had assumed that currently we would have 37 planned permanent posts (actual 45), 50 posts by Mar15, 65 by Mar 16 and 80 by Mar 17 to achieve the 80% required.

The revised permanent staff line (green line) is based on where we are, the recruitment plans and where we expect to be. This shows the accelerated speed after the campaign.

Appendix E: Council's Gold Project Updates as at 30th September 2014



| All Teams | Actual | Planned | | |
|---------------------|--------|---------|--------|--------|
| | Sep-14 | Mar-15 | Mar-16 | Mar-17 |
| Budgeted FTE | 91 | 91 | 91 | 91 |
| Perm staffing Plan | 37 | 50 | 65 | 80 |
| Revised Perm Staff | 45 | 51 | 65 | 79 |
| Variation | 8 | 1 | 0 | -1 |
| Ratio (Perm/Agency) | 42% | 56% | 71% | 87% |

The table above shows a profile permanent staff plan as per the growth bid, and the revised plan based on Sep14 actual and future plans for 2 years to achieve 87% permanent staff by April 17. The current ratio is 42% for all staff, but varies from 43% in the CIN teams, and 54% in the P&C and LACL Teams. This shows that 6 permanent staff will be employed by the end of 2014 15, 14 in 2015 16 and 14 in 2016 17.

The graph is however skewed when all SW staff are considered together, so a further analysis over the 2 service head teams is required, made up of the Children In Need (CIN) and Protection & Care Team (P&CT) / Looked After and Care Leavers Teams (LA&CL) combined, to show where pinch points exist.

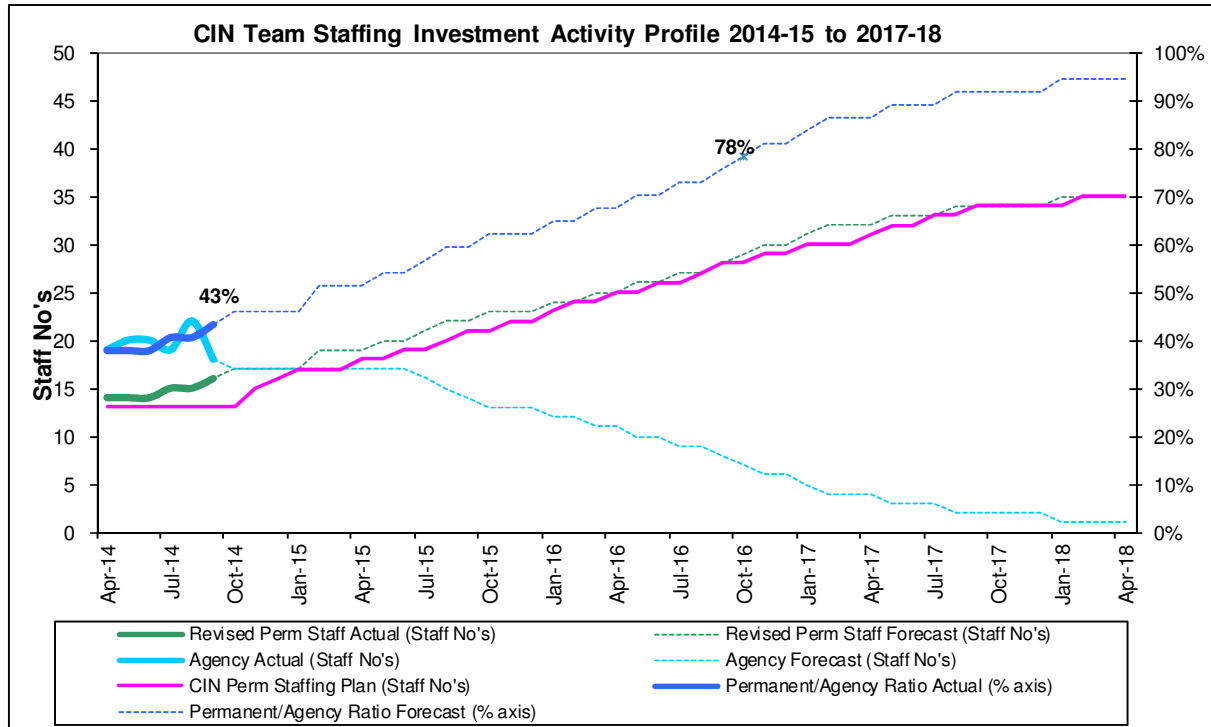
Analysis of Agency Cover by Type

The table below shows an analysis of Agency cover, by Teams, to explain the service needs for agency staff. This shows that of the 45 agency staff (53 agency staff in Aug), 3 have covered maternity leave, 1 long term sickness, 1 sabbatical and 1 secondment and 39 to cover service needs.

Appendix E: Council's Gold Project Updates as at 30th September 2014

| Analysis of Agency Cover | | | |
|--------------------------|-----------|-----------|-----------|
| | CIN | PACT & CL | Sub Total |
| Maternity Cover | 3 | 0 | 3 |
| Long Term Sickness | 1 | | 1 |
| Sabbatical | | 1 | 1 |
| Secondment | | 1 | 1 |
| Covering perm posts | 15 | 24 | 39 |
| Total Agency | 19 | 26 | 45 |

CIN Team



| CIN Team | Actual | Planned | | |
|---------------------|--------|---------|--------|--------|
| | Sep-14 | Mar-15 | Mar-16 | Mar-17 |
| Budgeted FTE | 37 | 37 | 37 | 37 |
| Perm staffing Plan | 13 | 17 | 24 | 30 |
| Revised Perm Staff | 16 | 19 | 25 | 32 |
| Variation | 3 | 2 | 1 | 2 |
| Ratio (Perm/Agency) | 43% | 51% | 68% | 86% |

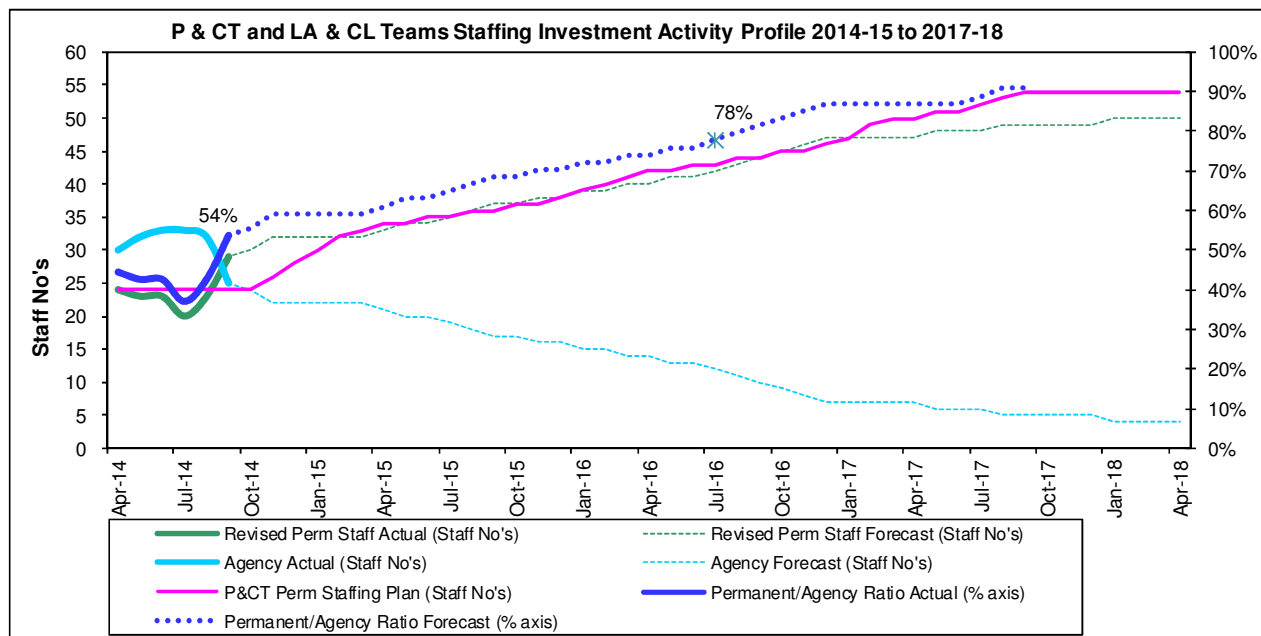
The graph and table shows that 3 new staff will be employed in the CIN Team, in this year and a further 6 in 2015 16, and 7 in 2017 18 to achieve 86% by April 17. The current permanent staffing ratio is 43% (41% in Aug) and the permanent staffing plan line assumes (pink line) a near full complement (where we need to get to), and the revised permanent staff line (green line) shows how we will achieve this. This shows that 78% should now be achieved by October 16.

P&C and LACL Teams

The graph and table shows that 3 new staff will be employed in the PC & T and LA & CL Teams, in this year and a further 8 in 2015 16, and 7 in 2017 18 to achieve 89% by April 17. The current permanent staffing ratio is 54% (37% in Aug) and the permanent staffing plan line assumes (pink line) where we need to get to, based on the growth bid, and the revised permanent staff line (green line) shows how we will

Appendix E: Council's Gold Project Updates as at 30th September 2014

achieve this, based on current plans. This shows that 80% should be reached by July 2016.



| P&C and LA &CL Teams | Actual | Planned | | |
|----------------------|--------|---------|--------|--------|
| | Sep-14 | Mar-15 | Mar-16 | Mar-17 |
| Budgeted FTE | 54 | 54 | 54 | 54 |
| Perm staffing Plan | 24 | 33 | 41 | 50 |
| Revised Perm Staff | 29 | 32 | 40 | 47 |
| Variation | 5 | -1 | -1 | -3 |
| Ratio (Perm/Agency) | 54% | 59% | 74% | 87% |

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

1. Continue with Phase 2 of recruitment – place adverts for Practice Manager/Consultant Practitioner vacancies and progress arrangement with agency re-experienced practitioners.
2. Identify families 'turned around' to secure troubled families payment by results.
3. Agree a range of joint working arrangements with Slough Housing Services.
4. Joint meeting with Adult Mental Health services to agree joint working arrangements.
5. Meeting with IT to iron out remaining barriers to external agency use of Early Help Assessment process.
6. Looked-After Children and Care Leavers Award Event – to launch Care Leavers Charter, web site and consult on App.

Key issues of **risk / obstacles to progress**:

(the main headings from the more detailed Risk Register for this project)

Red / Amber / Green

1. The risks presented to improvement progress, stability within the workforce by the "offer" from Dfe for "out of LA control" governance, support and accelerated improvement.
 - Council's clarity about the offer that would be most supportive to the next stage of improvement.
 - CX regular dialogue with Dfe lead, and clarification with the Dfe.
 - Integrate and coordinate the timing of governance and reporting arrangements to reduce time impact.
 - Effective learning from other Council's e.g. Doncaster.
 - Transition planning – capacity and focus- to a Trust model.

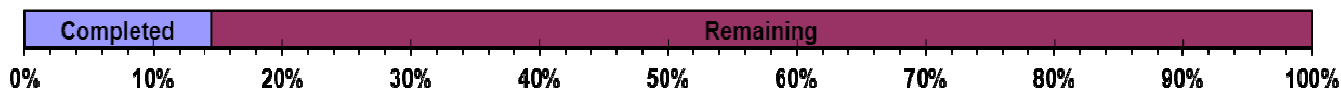
Red

Appendix E: Council's Gold Project Updates as at 30th September 2014

| | |
|---|-----|
| <ul style="list-style-type: none"> • Council's understanding of the impact of major change on improvement and the need to retain a focus on improvement during transition. | |
| <p>2. Inability to recruit and retain a high quality competent & stable workforce with children's services – impact on quality of child's experience, outcomes achieved and financial burdens for the council.</p> <ul style="list-style-type: none"> • Workforce Strategy. • Recruitment and retention incentives. • Remarketing Slough as a place to work. • New strategy of recruitment. • Investment in increase number of SW teams: acceptable case loads. • Learning & Development strategy (implement). | Red |
| <p>3. Failure to develop new ways of working to include higher early permanency and reduced use of residential and or IFA outside 20 miles of slough, resulting in a continued increase on LAC and corresponding budget pressures.</p> <ul style="list-style-type: none"> • Sufficiency strategy. • Clear Targets and milestones. • Programme approach- reporting to board – PM leads for each stream. • Additional appropriately skilled capacity at AD level. • Amber after mitigations due to continued growth in under 18 population. | Red |
| <p>4. Failure to monitor month on month performance outturn, trends and profiles and respond accordingly, and or meet the statutory monitoring responsibilities of the LSCB, due to vacant posts in the Council's Performance Team and absence of sufficient performance analyst capacity of the required calibre:</p> <ul style="list-style-type: none"> • Review specific job specifications and requirements. • Review Council performance team structure to deliver requirements. • Accelerate interim capacity remedial measures. • Advertise vacant posts. • Prioritise workflows with oversight at AD level. • Develop SLA's between performance support services and operational team. | Red |
| <p>Recommendations for CMT:</p> | |
| <ol style="list-style-type: none"> 1. CMT to discuss, challenge and support progress and proposed actions as appropriate. 2. CMT to discuss the more detailed data on agency /perm ratios, challenge actions to achieve good outcomes through the staff recruitment programme, and assist in problem solving as required. 3. CMT note and challenge the performance outcomes. 4. CMT to stay appraised of and be involved in identifying key transition work programmes/issues, to ensure readiness for a trust and redress the impact of a trust on the Council. 5. CMT to ensure their respective areas of responsibility actively champion and support the delivery of cross council contribution to improvement, particularly though not exclusively in relation to corporate parenting responsibilities, LAC redesign, new workforce strategy and housing options and service experience for care leavers & corporate parenting duties, and the availability of management information to support continuous improvement across the service and LSCB partnership. | |

Appendix E: Council's Gold Project Updates as at 30th September 2014

| | | | | | |
|--------------------------------|--------------|--------------|-------------------------------|----------------|-----------------------|
| School Places Programme | | | Project SPONSOR | Ruth Bagley | |
| Wards affected: All | | | Project MANAGER | Tony Madden | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| Current period | AMBER | GREEN | AMBER | AMBER | 07/10/2014 |
| <i>Previous month</i> | AMBER | GREEN | AMBER | AMBER | 05/09/2014 |
| Project start date: | 01/09/2013 | | Anticipated project end date: | 31/08/2021 | |



Has this highlight report been agreed and authorised by the Project Sponsor? Yes No (draft)

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 2021. This report is split into strategic and delivery activities.

Strategic Plan

Risk rating



1. Cabinet approval given on 14th April 2014 to fund certain facilities and to delegate authority for finalising arrangements for sites with the DfE. Discussions are ongoing around sites and funding of individual elements of the new Free Schools.
2. Approved new Free Schools are:
 - Ditton Park Academy (Slough Association of Secondary Head Teachers: SASH) – opened September 2014 temporarily on town centre site.
 - Lynch Hill Enterprise Academy – opened September 2014 on current primary site.
 - Langley Hall Primary Academy – to open September 2015 on Langley Academy site.
 - Eden Girls' School (formerly Slough Girls' Leadership Academy) – to open September 2015 – site still to be identified.
 - SASH2 – a 4-19 school with the primary element due to open 2016 and secondary at least a year later. Site is still to be confirmed.
3. A special Free School for ASD pupils located in Windsor and Maidenhead has been approved and a Free School bid has been submitted for a secondary school to be located in Iver by the promoters of Langley Hall Primary Academy.
4. A significant expansion of SEN places is required to 2021. An Additional Needs Review is being prepared to feed into the overall strategic plan. There are short term pressures on places to be addressed through the Review, it is likely to show that as well as a number of new resourced units, an annex or new school is required to meet the medium term need.

Operational Delivery

Primary:

Risk rating



There was an influx of Reception applications over the summer for places in September 2014. The applications were spread across the town so additional classes are being provided in the east, west and central areas. When all 3 are opened this is likely to provide some surplus in the system for new arrivals throughout the school year.

There is some pressure building for places in Year 1, it is expected there will be places in all other year groups.

- a) Reception bulge classes have opened at Penn Wood Primary School and Foxborough Primary School. There are plans for a third bulge class at James Elliman.

Appendix E: Council's Gold Project Updates as at 30th September 2014

- b) Cippenham Primary has decided to delay installation of their new classrooms until 2015.
- c) Godolphin Junior's latest tender has been cancelled with a view to retendering the project.
- d) Phase 2 expansion projects are completing at Penn Wood Primary and Ryvers.
- e) A framework for professional services/ architects has been finalised. The framework will be used to start planning the expansion of the Town Hall Campus, St Mary's CE Primary, James Elliman Primary, St Anthony's RC Primary (phase 2) and special school projects.

Secondary: **Risk rating**

The risk rating has increased.

There are sufficient Year 7 places for September 2014 as 2 new Free Schools, provided through SASH and Lynch Hill, have opened. There are places available at Slough schools and schools just over the Borough boundary. Fewer pupils than usual have been allocated places outside the Borough.

For in-year arrivals, it is expected there will be places available in all year groups, either in Slough or in schools just outside the Borough.

The strategic risk now is that as a result of the opening of the 3 Free Schools (SASH, Lynch Hill and Khalsa) there is an over supply of secondary places this year (est 5 FoE) and an even greater over supply next year if these schools open all planned forms of entry. This will be exacerbated if the Eden Girls School also opens in 2015 (est 9 FoE). This year schools within and particularly those outside the borough which typically provide significant numbers of places to Slough pupils have experienced a drop in admissions in line with the new provision when population growth is taken into account. This will impact on the capitation income and the viability of some schools and could result in places being unavailable to Slough in future years when the predicted pupil growth arises. In turn this will put an increased demand for new places towards the second half of the strategic plan period. These consequences were predicted to the DfE more than a year ago and officers continue to lobby the Department to time openings to align with demand.

SEN **Risk rating**

There is a growing pressure for places across the full range of SEN provision particularly for pupils with ASD/Complex Needs and Emotional and Behavioural Difficulties places at secondary level.

A new secondary ASD unit will open at Ditton Park Academy in 2015 and an SEN unit is also included as part of the SASH2 Free School.

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

Strategic Planning

- 8. Take report to Cabinet on a proposal to add a form of entry at an existing grammar school.
- 9. Continue discussions with SASH and other successful Free School promoters to establish the admission details of their new school proposals.
- 10. Further develop Strategic School Places Programme and Additional Needs Review.
- 11. Consider sites for possible location of a new special school building.
- 12. Advance negotiations with DfE about delivery of two secondary schools on SBC land. Explore options for SASH2 including privately owned sites.
- 13. Lobby DfE to align school opening to match demand.

Operational Delivery

- 14. Prepare tenders for individual projects that will use the new professional services/architect's framework.

Appendix E: Council's Gold Project Updates as at 30th September 2014

15. Undertake procurement for renting and purchasing modular classrooms for new Reception classes to open next term.

Key issues of risk / obstacles to progress:

More detailed Risk Register prepared – below are the main headings

Red /Amber/ Green

6. **Control of Free Schools** – Mismatch between the provision of new schools and need as Slough can't control the approval and opening dates of new Free Schools.

Mitigation: The new strategy is designed to be flexible with a pipeline of projects that can be accelerated or slowed as required (see risk 6). Intensify dialogue with DfE/EFA.

7. **Site Availability** – Lack of sites may mean that schools are not ready when required.

Mitigation: Some expansion on existing school sites are provisionally agreed. The limited availability of sites means that Slough will need to prioritise proposals for schools which are most likely to maximise places for Slough children.

8. **Land ownership** – A number of sites in private ownership may be required and this introduces cost uncertainty with timing and achievement of purchases out of the control of the Council.

Mitigation: Ensure a clear picture is held of what sites in SBC control to manage negotiation effectively.

9. **SEN places** – Rise in demand for SEN provision exceeds the availability of places leading to possible challenge and costly placements out of borough.

Mitigation: Combination of expansion and new SEN specialist units required, opportunity to include within new Free Schools. Expansion of special school provision also required.

10. **Programme funding** – Over £150m will be required to fund the school expansion programme to 2022, this will be unaffordable without new government funding. The statutory duty to ensure sufficient school places rests with the LA.

Mitigation: Funding for new places has been confirmed to 2016-17. Free Schools are currently externally funded, a number are already agreed with further applications in the pipeline. Annual bids submitted to the DfE.

11. **Delivery timeline** – Projects delivered later than required for pupils.

Mitigation: From approval, large projects are likely to take at least 24 months to complete and open places to pupils. Projects need to start in good time with the possible risk that this provides some overprovision.

12. **Changing demographics** – Demand may rise faster or slower than predicted.

Mitigation: Latest information is constantly monitored and any significant changes incorporated within the delivery programme, new projects may need to start or others delayed. Dialogue with Free School promoters about phased openings.

13. **Capacity** - Insufficient capacity to deliver such a large expansion programme.

Mitigation: Will need consideration, some increase in capacity planned.

14. **Delivery risk** - Projects do not proceed as planned, for instance schools choose not to cooperate or do not have the capacity to expand.

Mitigation: Work closely with individual schools and heads' groups to ensure buy-in. Allocate adequate funding for projects to mitigate concerns.

Amber

Amber

Red

Amber

Green

Amber

Amber

Amber

Amber

Appendix E: Council's Gold Project Updates as at 30th September 2014

| | | | |
|--|--|-------|-------|
| <p>15. Legal challenge – Legal challenge impacting delivery and adding to costs. <u>Mitigation:</u> New places will adhere to the School Admissions Code.</p> | | | Green |
| <p>16. School performance – Expansion of existing schools or work on Free School proposals affects performance and pupil outcomes. <u>Mitigation:</u> Expansion projects to be adequately funded. LA to support Slough schools as they expand or prepare to apply for Free Schools.</p> | | Amber | |
| <p>Recommendations for CMT:</p> | | | |
| <ol style="list-style-type: none"> 1. To support the project team by ensuring there is sufficient capacity and capability to plan and deliver the strategy. 2. To support the project team by ensuring there is sufficient capacity and capability to plan, drive and accelerate the provision of SEN places. 3. There are competing priorities for all non-school sites - there is a need to incorporate the allocation of sites into the overall Asset Management Strategy for the Council. | | | |

Appendix E: Council's Gold Project Updates as at 30th September 2014

| | | | | | |
|---|--------------|--------------|-------------------------------|--|-----------------------|
| The Curve | | | Project SPONSOR | Roger Parkin | |
| Wards affected: All | | | Project MANAGER | Executive: Andrew Stevens Manager: Fin Garvey | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| September 2014 | AMBER | AMBER | AMBER | AMBER | 05/10/2014 |
| <i>Previous month</i> | AMBER | AMBER | AMBER | AMBER | 03/09/2014 |
| Project start date: | 01/10/2013 | | Anticipated Project end date: | 31/12/2015 | |
| <p style="text-align: center;">0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p> | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| <ol style="list-style-type: none"> 1. December 2015 completion on track – no change of status. 2. Compensation events: <ul style="list-style-type: none"> • No new compensation events. • CE0007. Replace folding walls to 2 learning rooms with fixed. Expected to produce small cost saving. • CE0008. Replace fluorescent with LED lighting. New quotation received for £67,944.11 which is being challenged on design fees, but recovered in revenue savings. • CE0009. Additional works to Queensmere toilets. Cost met by Morgan Sindall. • CE0010. Balustrade design – how health and safety issue is addressed. • CE0011. Performance space design – access for performance. Expected to produce a small cost saving. 3. Pile caps completed and steel phase 1 erected. Completing for photos 20 October. 4. Switchover to new substation - high voltage completed Monday 29th September, low voltage to be completed Monday 6th October. 5. Hoardings in place; gate to be completed. 6. On track in agreement with Criterion, but agreement still not formally concluded. Instruction to solicitors to complete the deed based on feedback from Criterion. 7. No further developments with the Catholic Church (St Ethelbert's). Following up urgently. 8. Next stage in market testing for café planned for November with the launch of a formal tender process. It is proposed to precede this launch with appropriate advertising on site, on the website and elsewhere to attract the widest possible interest. 9. Meetings with Arvato on IT requirements. High risk to cost and project deliverables remains. Cost estimates now 2 months overdue. 10. Monthly contractor/client meeting held. 11. Continuing work to minimise premises running costs; report to CMT 1 October. 12. Detailed revisions to design on-going with no significant cost implications. 13. Neighbours meetings on-going. Issue with neighbours' refuse and environmental health on-going. Next consultation on Tuesday 30th September to discuss the proposed opening hours of the service yard. 14. Issues have been raised regarding the registration of the council's title with respect to the CPO/GVD. The Land Registry has provided an extension of time until October 21st to resolve the issues and Savills are being asked to advice on the completion of the required elements. | | | | | |
| Key activities / milestones scheduled for next period: | | | | | |
| <ol style="list-style-type: none"> 1. Completion of formal agreement with the church. 2. Completion of agreement with Criterion. 3. Completion phase 1 steel frame erection and start of phase 2. 4. Installation of service ducts and drainage. | | | | | |

Appendix E: Council's Gold Project Updates as at 30th September 2014

5. Procurement of sub-contracted works.
6. Still awaiting contact from Thames Water legal team regarding legal agreement. A draft agreement is now with the solicitors for completion.
7. Planning continuing for how the service yard will operate including neighbour access.
8. Detailed design workshops and decisions (inc 2nd floor balustrade and performance space).
9. Agree project plan for specifying, planning and implementing IT requirements.
10. Second stage market testing with providers expressing interest in the café.
11. Press coverage for steel works – 20 October.
12. Resolution of Registration of Title issues.

Key issues of risk / obstacles to progress:

More detailed Risk Register prepared – below are the main headings

Red / Amber/ Green

| | |
|---|----------|
| 1. Asbestos delay impact on programme now confirmed as 10 weeks. Substantial potential cost implications of programme delay – issue resolved and programme changes confirmed. Remaining risk includes delay in neighbour agreements. | Amber |
| 2. Capacity of SBC's ICT support to meet deadlines and complete work on schedule. | Red |
| 3. Church – must resolve occupation of small area of land without agreement and no build zone and finalise solution for the church hall. Savills supporting negotiations. Potential impact on cost. | Amber |
| 4. Risk that costs could be over budget (good degree of certainty with main costs agreed at financial close; contingency budget of £700K). Implemented Compensation events now total £418,689. | Amber |
| 5. Risk of running costs exceeding planned revenue budget. Rates estimate now received (£100K above figure previously advised) and corporate property costs substantially higher than budget. M&E and FM arrangements and costs not yet finalised; reviewing savings through redevelopment of vacated sites and income opportunities. | Amber |
| 6. Increasing risk of delay in neighbour agreements. Risk of further compensation claims arising from inability to provide 'access to service' as promised in negotiations on CPO. | Amber |
| 7. Sub-station works delayed because of change in SSE requirements. No impact on overall project timetable. SSE issue with jointing now resolved. | Resolved |
| 8. Continuing delay in developing project documentation. A full set of draft documents is now in the X: drive. | Resolved |
| 9. Delays resulting from registration of title. | Amber |

Recommendations for CMT:

1. Note progress and activity on site.
2. Note management of risks to project timeline and budget.
3. Take appropriate action to address risks as indicated above.