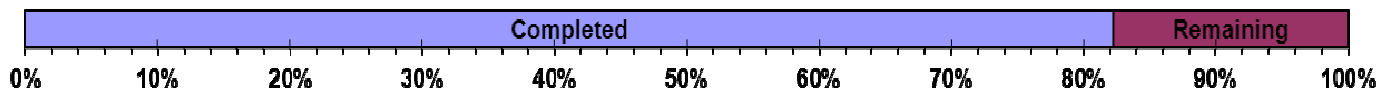


**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

|   |              |              |                               |                |                       |
|---|--------------|--------------|-------------------------------|----------------|-----------------------|
| <b>Accommodation &amp; Flexible Working</b> |              |              | Project <b>SPONSOR</b>        | Roger Parkin   |                       |
| <b>Wards affected</b>                       |              |              | Project <b>MANAGER</b>        | Charan Dhillon |                       |
|   | Timeline     | Budget       | Issues & Risks                | OVERALL STATUS | Date of update report |
| <b>Current period</b>                       | <b>GREEN</b> | <b>GREEN</b> | <b>GREEN</b>                  | <b>GREEN</b>   | 31/07/2015            |
| <i>Previous month</i>                       | <b>GREEN</b> | <b>GREEN</b> | <b>AMBER</b>                  | <b>AMBER</b>   | 30/06/2015            |
| Project start date:                         | 01/04/2013   |              | Anticipated Project end date: | Jan 2016       |                       |



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?)

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 creating financial savings through better use of assets. Install Wi-Fi, create workspace in community hubs and introduce reduced desk ratios with the view to vacate at least one wing at SMP.
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:

1. It has been confirmed that the new Children Service Organisation will take full occupancy of the Ground Floor West. The DFE have confirmed that they will provide funding to fit out the GFW for them, using CF Roberts and provide funding for the council to build facilities such as the showers, first aid room, quiet room etc. in the GFE.
2. The Head of FM has started the planning to deliver the above. Designs have been approved, Procurement and Finance have approved Works to be done by CF Roberts and communication has been circulated to all necessary parties with the revised moves schedule.

The Ground Floor East will partially open at the start of September, this is so the contractors can build the additional facilities while we also fit out the Ground Floor West for the Trust. During this period -

- Access to the Ground Floor East will be via the 1<sup>st</sup> East Fire Staircase.
- Evacuation will be via the back fire staircase, leading to the external path between SMP and Travis Perkin. In an emergency, the contractors will open the main entrance as well.

**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

- The nearest Toilet and Kitchen facilities for staff based on the Ground Floor East will be on the 1<sup>st</sup> floor east via the fire staircase.

This will be from 1<sup>st</sup> Sep – 9<sup>th</sup> Oct (6 weeks). Building Control and Fire Safety have authorised these temporary measures.

3. Flexible Working Data has been received but due the time required to support the CSO, the analysing work has been delayed. This will be reviewed in September after the holiday period.

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

1. Analyse data received for Smart/Flexible Working.
2. Decant Ground Floor West staff to Grd floor east.
3. Circulate Communication to all staff updating them of progress on the Accommodation Strategy.

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

**More detailed Risk Register prepared – below are the main headings**

Red /Amber/ Green

- **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 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.

Green

- **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.

Green

- **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. The Health & Safety Manager has checked layout plans and Building Control all has confirmed the plans meet requirements.

Green

- **Delivery timeline** – It is anticipated that this project will continue until December 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

Green

**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

|  |       |
|--|-------|
| <p>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> |       |
| <ul style="list-style-type: none"><li>• <b>Legal Delays</b> – Procurement regulations have been followed as required with allocation of time for legal work.</li></ul>   | Green |
| <ul style="list-style-type: none"><li>• <b>Decant Space/Children Service</b> – Due to the changes following the council's decision to offer the DFE the Ground Floor West SMP for its new Children Services organisation, there may be an implication on the remainder of the project.</li></ul>   | Green |
| <b>Recommendations for CMT:</b>  |       |
| <ol style="list-style-type: none"><li>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.</li><li>2. Reliance on Partners – Where CMT members have management of partners under their area, support this project by ensuring the provider delivers as required i.e. Arvato, Interserve etc.</li><li>3. CMT to ensure all their service areas return the flexible/smart working data collection to the Head of Facilities Management.</li></ol>              |       |

**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

|   |              |              |                               |                |                     |
|---|--------------|--------------|-------------------------------|----------------|---------------------|
| <b>Fit for the Future</b>   |              |              | Project<br><b>SPONSOR</b>     | Ruth Bagley    |                     |
| <b>Wards affected: All</b>  |              |              | Project<br><b>MANAGER</b>     | Taran Panesar  |                     |
|   | Timeline     | Budget       | Issues & Risks                | OVERALL STATUS | Date of this report |
| <b>Current period</b>   | <b>AMBER</b> | <b>GREEN</b> | <b>AMBER</b>                  | <b>AMBER</b>   | 05/08/2015          |
| <i>Previous month</i>   | <b>AMBER</b> | <b>GREEN</b> | <b>AMBER</b>                  | <b>AMBER</b>   | 06/07/2015          |
| Project start date:   | 08/10/2013   |              | Anticipated Project end date: | 31/12/2015     |                     |
|   |              |              |                               |                |                     |
| 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?)   |              |              |                               |                |                     |
| <p>The project scope / profile has been refined into the following themes:</p> <ol style="list-style-type: none"> <li>1. Organisational Development</li> <li>2. Leadership Development</li> <li>3. Developing Skills</li> <li>4. Recruitment and Retention</li> <li>5. Employee Engagement</li> <li>6. Employee Well Being</li> </ol> <p>Project terms for these areas and a full risk analysis to be signed off.</p>   |              |              |                               |                |                     |
| Key activities completed / milestones <b>achieved</b> in this period:   |              |              |                               |                |                     |
| <ol style="list-style-type: none"> <li>1. <b>Organisational development</b> <ul style="list-style-type: none"> <li>• Assistant Director, Organisational Development and Human Resources starting 7<sup>th</sup> September 2015.</li> <li>• First draft of the Fit for Future Project Initiation Document (PID) completed.</li> </ul> </li> <li>2. <b>Leadership and management development</b> <ul style="list-style-type: none"> <li>• Evaluation design of management development programme cohorts 3 and 4 completed.</li> <li>• Planning of lunch time briefings for Heads of Services started.</li> <li>• Feedback provided to MDP facilitators on draft outline of refresher session for SLT.</li> </ul> </li> <li>3. <b>Developing skills</b> <ul style="list-style-type: none"> <li>• Agreed further workshops to raise awareness of prevent (WRAP training) and roll out e-learning module to key staff.</li> </ul> </li> <li>4. <b>Recruitment and retention</b> <ul style="list-style-type: none"> <li>• Current format of the electronic form reviewed.</li> </ul> </li> <li>5. <b>Employee engagement</b> <ul style="list-style-type: none"> <li>• SLT continuing to promote nominations for SBC heroes.</li> <li>• Draft of staff survey passed to CMT for consideration and sign off.</li> <li>• SLT answers in response to staff questions signed off.</li> </ul> </li> <li>6. <b>Employee Wellbeing</b> <ul style="list-style-type: none"> <li>• Milestones for plan to implement 'Smoke Free' Council in April 2016 developed.</li> <li>• Directorates considering follow on events similar to the sports night held by staff from Adults Social care teams.</li> </ul> </li> </ol> |              |              |                               |                |                     |

**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

|  |                 |               |                                      |                            |                            |
|--|-----------------|---------------|--------------------------------------|----------------------------|----------------------------|
| <b>Implementation of an integrated ERP (Enterprise Resource Planning) Solution</b>   |                 |               | <b>Project SPONSOR</b>               | Roger Parkin               |                            |
| <b>Wards affected: ALL</b>   |                 |               | <b>Project MANAGER</b>               | Harpal Mattu               |                            |
|  | <b>Timeline</b> | <b>Budget</b> | <b>Issues &amp; Risks</b>            | <b>OVERALL STATUS</b>      | <b>Date of this report</b> |
| <b>Current period</b>  | <b>GREEN</b>    | <b>AMBER</b>  | <b>GREEN</b>                         | <b>AMBER</b>               | 29/07/2015                 |
| <i>Previous month</i>  | <b>AMBER</b>    | <b>GREEN</b>  | <b>AMBER</b>                         | <b>AMBER</b>               | 03/07/2015                 |
| <b>Project start date:</b>   | 05/01/2015      |               | <b>Anticipated Project end date:</b> | 01/04/2016                 |                            |
| <p>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 project deliverables (what are the key deliverables this project intends to produce?)  |                 |               |                                      |                            |                            |
| <ol style="list-style-type: none"> <li>1. Replace current un-supported Finance System.</li> <li>2. Implement a single business system to manage and report upon Finance, Procurement, HR and Payroll Transactions.</li> <li>3. Introduce operational efficiencies and best practice.</li> <li>4. Introduce business efficiencies as a result of best practice implementation and a single enterprise wide business solution.</li> </ol>  |                 |               |                                      |                            |                            |
| Key activities completed / milestones <b>achieved</b> in this period:  |                 |               |                                      |                            |                            |
| <ol style="list-style-type: none"> <li>1. System Build would have started following commercial agreements with arvato.</li> <li>2. Commercial proposal agreed with arvato to commence phase 2 build. Further definition required to support ongoing savings.</li> <li>3. HR Solution Design to be completed.</li> <li>4. Communications to continue within SBC and arvato – including an open invite to personnel to get more involved in the project.</li> <li>5. Trinity Build agreed.</li> <li>6. Communications activated.</li> <li>7. Information gathered to support build and will continue throughout August.</li> <li>8. Children's Services Trust build agreed with arvato and CST.</li> </ol> |                 |               |                                      |                            |                            |
| Key activities / milestones <b>scheduled</b> for next period:  |                 |               |                                      |                            |                            |
| <ol style="list-style-type: none"> <li>1. Trinity Hosting to be complete.</li> <li>2. Build to have progressed as per project plan.</li> <li>3. Communications to continue – including launch party organised by arvato.</li> <li>4. Testing resources to have been identified.</li> <li>5. Training to be aligned – using standard resources available from arvato.</li> <li>6. Tracking against project plan.</li> </ol>   |                 |               |                                      |                            |                            |
| Key issues of <b>risk / obstacles to progress:</b>   |                 |               |                                      |                            |                            |
| (the main headings from the more detailed Risk Register for this project)  |                 |               |                                      | <b>Red / Amber / Green</b> |                            |
| <b>1. Communications</b><br>A communication plan involving SBC will be developed which ensures that relevant staff and stakeholders are aware of the aims and timescales of the project.   |                 |               |                                      |                            | Green                      |
| <b>2. Financials</b><br>Following the initial design of the project, arvato have altered the resource profile required to deliver the solution as per their findings. The current forecast would suggest the implementation expense could be higher than earlier anticipated.  |                 |               |                                      | Amber                      |                            |
| The project is being delivered on a Time and Materials basis, and it is anticipated that   |                 |               |                                      |                            |                            |

**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

|   |  |       |  |
|---|--|-------|--|
| <p>actual effort may not be as considerable as re-forecasted against.</p> <p>We have project management and an advisory board in place that is suitably qualified to challenge costs as they will arise.</p>  |  |       |  |
| <p><b>3. Capacity</b><br/>There is sufficient capacity within SBC to meet project milestones and deliver current business as usual activities.</p> <p>Nominated SBC staff have confirmed attendance to upcoming design workshops; therefore there is no impact on capacity in the short term. However, this is to be monitored going forward.</p>   |  | Amber |  |
| <p><b>4. Project Timelines</b><br/>Ensuring project is delivering the project milestones that have been anticipated. Finance &amp; Procurement go-live date is Autumn 2015 and HR / Payroll is April 2016.</p> <p>As the project enters a significant milestone, it is looking more likely that we will be able to achieve the go live dates that the programme had signed up to. However, we would like to report on the side of caution at this juncture.</p> |  | Amber |  |
| <p><b>Recommendations for CMT:</b></p>  |  |       |  |
| <ol style="list-style-type: none"> <li>1. To support the project communications council wide.</li> <li>2. To be available to provide support, guidance, and ensuring full rollout of the system across the Council which will be required when introducing a new ICT Solution that will invoke a large footprint of change council wide.</li> <li>3. To assist in managing strategic stakeholders.</li> </ol>   |  |       |  |

## Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015

|   |                |              |                               |                |                     |
|---|----------------|--------------|-------------------------------|----------------|---------------------|
| <b>Learning Disabilities Change Programme</b>   |                |              | Project <b>SPONSOR</b>        | Alan Sinclair  |                     |
| <b>Wards affected: All</b>  |                |              | Project <b>MANAGER</b>        | Simon Broad    |                     |
|   | Timeline       | Budget       | Issues & Risks                | OVERALL STATUS | Date of this report |
| <b>Current period</b>   | <b>GREEN</b>   | <b>GREEN</b> | <b>AMBER</b>                  | <b>AMBER</b>   | 02/08/2015          |
| <i>Previous month</i>   | <b>GREEN</b>   | <b>GREEN</b> | <b>AMBER</b>                  | <b>AMBER</b>   | 05/07/2015          |
| Project start date:   | September 2012 |              | Anticipated Project end date: | March 2016     |                     |
| <p>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 project deliverables (what are the key deliverables this project intends to produce?)   |                |              |                               |                |                     |
| <ol style="list-style-type: none"> <li>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.</li> <li>2. Day opportunities – the redesign of existing day care opportunities to offer day time activities which can be funded through personal budgets.</li> <li>3. Managing the needs of carers of those people with a learning disability – to review the existing respite provision.</li> <li>4. Review existing pathways within the Community Team for People with Learning Disabilities (CTPLD).</li> </ol> |                |              |                               |                |                     |
| Key activities completed / milestones <b>achieved</b> in this period:   |                |              |                               |                |                     |
| <b><u>1. ACCOMODATION:</u></b>  |                |              |                               |                |                     |
| <p><b>Fifteen people</b> have already moved into these schemes with a further <b>thirteen</b> due to move by September 2015. <b>Eighteen beds</b> de registered from residential care for adults with a learning disability, to supported living in Slough from July 2015.</p>  |                |              |                               |                |                     |
| <b><u>New Supported Living Schemes</u></b>  |                |              |                               |                |                     |
| <b><u>Comfort Care Dolphin Road Slough 8 bed property operational end of July 2015.</u></b>   |                |              |                               |                |                     |
| <ul style="list-style-type: none"> <li>• Building works completed by 6<sup>th</sup> of July 2015.</li> <li>• Assessments being completed ready for service users to move in.</li> <li>• 1 wheelchair accessible room on ground floor.</li> <li>• 2 bed annexe in rear garden to provide more independence for tenants.</li> </ul>   |                |              |                               |                |                     |
| <b><u>Choice House 2 - Upton Road Slough 5 bed property operational end of August 2015.</u></b>   |                |              |                               |                |                     |
| <ul style="list-style-type: none"> <li>• House purchased and ready to be occupied.</li> <li>• Assessments to take place by the Provider.</li> <li>• Nominations agreement not completed.</li> <li>• 4 Tenants identified and assessed to move into property.</li> </ul>   |                |              |                               |                |                     |
| <b><u>New Build agreed with SBC Housing Department: Amber</u></b>   |                |              |                               |                |                     |
| <ul style="list-style-type: none"> <li>• Rochford Hostel Site - 20 1 bed flats in a gated community.</li> <li>• Pre planning application with SBC in progress.</li> <li>• Business case for scheme to be completed with Housing.</li> </ul>   |                |              |                               |                |                     |
| <b><u>2. DAY OPPORTUNITIES:</u></b>   |                |              |                               |                |                     |
| An options appraisal is taking place to analyse the demand to create an environment that offers greater choice and control to people accessing day opportunities.   |                |              |                               |                |                     |

## Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015

### **3. SBC RESPITE CARE: Respond**

An options appraisal is taking place to analyse the demand to create an environment that offers greater choice and control to people accessing a range of respite options.

Staff have been informed that an options appraisal is taking place. Service users and families will also be advised shortly.

Monthly project groups taking shape to take this work forward.

### **5. SBC Lavender Court: 8 Bed residential care home**

An options appraisal is taking place to analyse the demand to create an environment that offers greater choice and control to people accessing a range of respite options.

Staff have been informed that an options appraisal is taking place. Service users and families will also be advised shortly.

Monthly project groups taking shape to take this work forward.

### **Actual and Projected Savings PAULA BASS TO DO**

#### **Savings Targets:**

**2014/15 - £0.75m**

**2015/16 - £1m**

This means for 14-15 savings of £752K were achieved against a savings target of £750K and for 15-16 the current savings is £566K with various schemes coming on stream later in 15-16.

#### **LD Change Stream 1**

| <b>Date</b>             | <b>Provider</b>   | <b>No</b> | <b>Savings 15-16</b> |
|-------------------------|-------------------|-----------|----------------------|
| <b>Already achieved</b> |                   |           | <b>-396,205</b>      |
|                         | Regard            | 5         | 8,671                |
|                         | Mencap Dove house | 3         | -4,338               |
| De registration         | Dimensions        | 9         | -174,985             |
| <b>Total</b>            |                   | <b>17</b> | <b>-566,857</b>      |

#### **Other Savings**

|   |                   |
|---|-------------------|
| CFC looking at remaining Clients in high cost residential placement | -37,500           |
| Langley House reduction in Psycholgist Costs                        | -2,600            |
| New Supported living reduction in costs after setting in period     | -56,250           |
| Original Supported living costs reduction in Ability and Radian     | -11,250           |
| Voyage Day Care   | -7,500            |
| Cleansing of system   | -20,000           |
| Transport Review  | -7,500            |
| Dom care review of provision  | -22,500           |
| CHC   | -156,000          |
| <b>Total Savings Achieved</b>                                       | <b>-887,957</b>   |
| <b>Savings to be achieved</b>                                       | <b>-1,000,000</b> |
| Shortfall   | 112,043           |

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

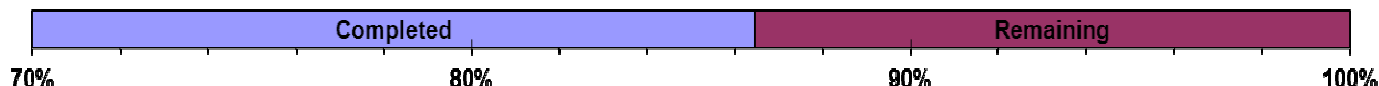


**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

| (the main headings from the more detailed Risk Register for this project)   | Red / Amber / Green |
|---|---------------------|
| 1. Risks for Lavender & Respond <ul style="list-style-type: none"> <li>a. New service models fail to meet the savings target.</li> <li>b. Alternative buildings for new service models might not be in place.</li> <li>c. Providers on supported living framework may not wish to invest in purchasing suitable properties.</li> </ul>  | Amber               |
| 2. A number of the out of borough placements are living close to family/carers and will be reluctant to return to Slough. <b>Mitigating action</b> – 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.  | Amber               |
| <b>Risk Mitigations:</b>  |                     |
| <p>As stated above:</p> <ul style="list-style-type: none"> <li>• The Head of the CTPLD service will be fully consulted on the new service models.</li> <li>• Service users/ families who are eligible for direct payments are able to purchase support services that enable care at home. This may be an alternative for those families wishing to access replacement care (respite) services.</li> <li>• Officers have established relationships with Housing providers and will endeavour to source properties within the timescales of the project.</li> </ul> |                     |
| <b>Recommendations for CMT</b>  |                     |
| <p>CMT to note the report and the progress that is being made to deliver the savings and improved outcomes for people.</p>  |                     |

**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

|                                       |           |        |                               |                     |                     |
|---------------------------------------|-----------|--------|-------------------------------|---------------------|---------------------|
| <b>Safeguarding Improvement Board</b> |           |        | Project <b>SPONSOR</b>        | Krutika Pau         |                     |
| <b>Wards affected: All</b>            |           |        | Project <b>MANAGER</b>        | Kitty Ferris        |                     |
|                                       | Timeline  | Budget | Issues & Risks                | OVERALL STATUS      | Date of this report |
| Current period                        | AMBER     | RED    | AMBER                         | AMBER               | 05/08/2015          |
| Previous month                        | AMBER     | RED    | AMBER                         | AMBER               | 10/06/2015          |
| Project start date:                   | June 2011 |        | Anticipated Project end date: | End March 2015/2016 |                     |



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?)

Children's Services in Slough will be judged good.

The four priority areas identified in the single improvement plan:

1. Recruitment and Retention
2. Quality Assurance
3. Quality of Practice
4. Leadership and Partnership

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

**1. Recruitment and Retention**

- Ongoing delivery of the Children's Social Care Workforce Strategy 2014-2017 has included:
  - Development of a workforce planning tool to enable targeted recruitment in priority areas. The current focus is on recruiting to frontline social worker posts (fieldwork teams).
  - A second national recruitment campaign run in July 2015 included an open day to allow potential candidates to speak with social workers and managers to find out what it is really like to work in Slough, and included opportunities to speak with the new Chief Executive of the Trust.
  - The 2 national recruitment campaigns run in May and July 2015 (alongside the rolling recruitment programme) has increased the number of permanent social work posts (in fieldwork teams) by 25% since April 2015. All staff who have recently accepted offers of permanent employment will join children's services over the coming weeks. This will bring permanent levels of staffing in fieldwork teams to 65%. Further interviews are planned throughout August and a third campaign is scheduled for September 2015.

**2. Quality Assurance**

- Series of audits undertaken covering threshold decision making, children subject to child protection plans, domestic violence contacts and case supervision. Risks were found to be being managed, and an action plan has been developed to address specific findings.

**3. Quality of Practice**

- Revised Practice Standards have been finalised and publicised, with management meetings discussing the application of these to ensure that any issues are resolved immediately.

**4. Leadership and Partnership**

- The new Children and Young People's Plan (July 2015 – December 2016) was approved and endorsed by the Slough Wellbeing Board and Council.
- In developing the MASH, co-location of CSC Duty Team and TVP has taken place, and the CCG has agreed to a virtual, part-time dedicated resource to review health information when a contact is made. Probation and the YOT have also agreed virtual arrangements. The MASH is scheduled to go live in mid-October 2015.

## Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015

### Quarter 1 2015/16 Performance Summary

- The steady improvement in the timeliness of decision making on referrals has continued improving from an average 65.7% in Quarter 4 2014/15 to 79.6% for Quarter 1 2015/16.
- The percentage of single assessments completed in time (45 working days) continues to improve reaching an average of 81.6% for Quarter 4 2014/15 to 83.6% for Quarter 1 2015/16. With statistical neighbours completing one third of assessments in under 10 days, there is a continued focusing on completing assessments at an earlier point.
- We continue to initiate more section 47 (child protection) enquiries than comparators and our rate per 10,000 children for the year (233.5) is almost double the national average. Changes have been made in how these decisions are taken to address this, as a relatively low percentage (average 28.6% in Quarter 1 compared with national average of 46%) goes on to an initial child protection conference.
- Our rate of child protection plans per 10,000 children has continued to fall, reaching 45.2 at the end of Quarter 1, bringing it in line with our statistical neighbours. The number of children subject to a child protection plan at 180 has fallen from a high of 280 in May 2014.
- The number of looked after children has risen slightly to 209 at the end of Quarter 1, but our rate per 10,000 children, at 52.4, has remained below our comparators (61.4).
- Statutory visits for looked after children has continued to improve, averaging 90.7% for Quarter 1, with an average of 75.5% of children seen alone during these visits. It is not always appropriate to see children alone, for example unborn babies and very young children. However, this is dramatic increase from the end of Quarter 4 (59.1%) and is the result of a clarification in recording processes.

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

#### 1. Recruitment and Retention

- Recruitment activities planned for August 2015 include:
  - Preparations for a third national recruitment campaign to be run in September 2015.
  - The introduction of a new 'refer a friend' scheme focused on the recruitment of Consultant Practitioners.
  - Preparations for the ongoing schedule of interview panels, which have been organised every three weeks up until the middle of December to ensure that we are able to meet the demands from the recruitment campaigns, keeping Slough at the forefront of the recruitment process and presenting a professional image with minimal time from application to interview.
  - In order to speed up the process for DBS checks, we are introducing the collation of the required paperwork at interview stage rather than asking successful candidates to return at a later date to complete this process.

#### 2. Quality Assurance

- Ongoing work to embed the Quality Assurance Framework through a programme of follow up audits across the service.

#### 3. Quality of Practice

- Focused work with Practice Managers to embed the revised Practice Standards.
- Work with social workers to improve development of SMART plans.

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

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

Red / Amber / Green

**1. Director of Children's Services** – DCS returning from long term absence. Phased return in place. Interim remaining in place until phased return completed.

Amber

**2. Transition** – Maintaining improvement whilst working with DfE etc to support transition to new organisation; management capacity within the service to drive improvement.

Amber

- Clarity about the offer that would be most supportive to the next stage of improvement.
- CEx and DCS regular dialogue with the Commissioner for Children's Services and DfE.
- Integrate and coordinate the timing of governance and reporting arrangements

**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

|  |  |       |  |
|--|--|-------|--|
| <p>to reduce time impact.</p> <ul style="list-style-type: none"> <li>• Effective learning from other Council's e.g. Richmond and Kingston.</li> <li>• Transition planning and establishment of Transition board.</li> <li>• Identify additional capacity to support improvement.</li> </ul>  |  |       |  |
| <p><b>3. Workforce</b> – Inability to recruit and retain a high quality competent and stable workforce within 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"> <li>• Implementation of Children's Social Care Workforce Strategy 2014-2017.</li> <li>• Implementation of Learning and Development Strategy.</li> <li>• Co-commissioning and/or the development of market management strategies with neighbouring authorities as appropriate.</li> </ul>  |  | Amber |  |
| <p><b>5. Placements</b> – 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 of looked after children and corresponding budget pressures, and desired outcomes for looked after children and care leavers</p> <ul style="list-style-type: none"> <li>• Sufficiency Strategy.</li> <li>• Market development project.</li> <li>• Clear targets and milestones.</li> <li>• Programme approach – reporting to Board – PM leads for each stream.</li> <li>• Review of the permanency decision making process and tighter controls in place</li> <li>• Review of current IFA contacts to understand costs and initiate renegotiation.</li> <li>• Focus on recruiting Tier 2 'in house' foster carers to support children with complex needs.</li> </ul> |  | Amber |  |
| <p><b>5. Budget</b> – Projected budget overspend and impact on 2015/16 delivery and continued improvement</p> <ul style="list-style-type: none"> <li>• Review all looked after packages.</li> <li>• Restrict delegations for first line managers.</li> <li>• Strengthened budget oversight and planning.</li> <li>• Market development project – increased choice, better VFM and quality.</li> <li>• Work to enhance impact of early help.</li> <li>• Speed up permanency decision making.</li> <li>• Reduce reliance on costly agency staff.</li> </ul>  |  | Amber |  |
| <p><b>6. Performance Management</b> – 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"> <li>• Development of a robust suite of KPIs for full service area, which are RAG rated and benchmarked against national and statistical neighbours performance.</li> <li>• Development of new governance arrangements to review KPIs on a monthly basis.</li> <li>• Agree commissioning and contract management capacity to ensure effective performance monitoring.</li> </ul>  |  | Amber |  |
| <p><b>Recommendations for CMT:</b></p>   |  |       |  |
| <ol style="list-style-type: none"> <li>1. CMT to discuss, challenge and support progress and proposed actions as appropriate.</li> <li>2. CMT to note and challenge performance outcomes.</li> <li>3. CMT to approve Risk Register and ratings.</li> <li>4. CMT to stay apprised of and be involved in identifying key transition work programmes/issues, to</li> </ol>  |  |       |  |

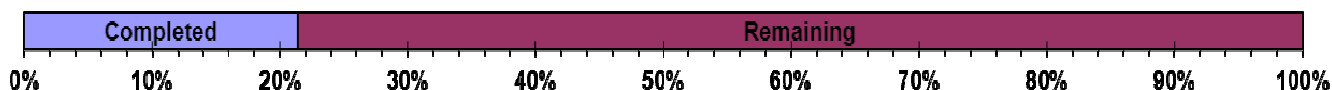
**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

ensure readiness for the transition to the Trust, and redress the impact of the 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 to support the continuous improvement across the services and LSCB partnership; particularly, though not exclusively, in relation to:
  - Corporate parenting responsibilities
  - LAC redesign
  - Children's Social Care Workforce Strategy
  - Housing options and service experience for care leavers
  - Management information

## Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015

|                                |              |              |                               |                |                       |
|--------------------------------|--------------|--------------|-------------------------------|----------------|-----------------------|
| <b>School Places Programme</b> |              |              | Project <b>SPONSOR</b>        | Ruth Bagley    |                       |
| <b>Wards affected: All</b>     |              |              | Project <b>MANAGER</b>        | Tony Madden    |                       |
|                                | Timeline     | Budget       | Issues & Risks                | OVERALL STATUS | Date of update report |
| <b>Current period</b>          | <b>AMBER</b> | <b>GREEN</b> | <b>AMBER</b>                  | <b>AMBER</b>   | 07/08/2015            |
| <i>Previous month</i>          | <b>AMBER</b> | <b>GREEN</b> | <b>AMBER</b>                  | <b>AMBER</b>   | 06/07/2015            |
| Project start date:            | 01/09/2013   |              | Anticipated project end date: | 31/08/2022     |                       |



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

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. Cabinet approval given on 9<sup>th</sup> March 2015 to finalise leases for 2 new Free Schools subject to agreement on funding contributions by both Slough and the Education Funding Agency (EFA): this is now expected to complete before the end of August.
3. Approved new Free Schools are:
  - Ditton Park Academy (Slough Association of Secondary Head Teachers: SASH) – opened September 2014 temporarily on town centre site providing 4 forms of entry; this will rise to 6 from 2015;
  - Lynch Hill Enterprise Academy – opened September 2014 on current primary site providing 3 forms of entry; this will rise to 6 from 2016;
  - Langley Academy Primary – to open September 2015 on Langley Academy site providing three forms of entry;
  - Eden Girls' School – a faith school due to open September 2015 on a temporary site, providing 3.3 forms of entry;
  - 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.
4. A special Free School for ASD pupils located in Windsor and Maidenhead has been approved. A Free School bid will be resubmitted for a secondary school by the promoters of Langley Hall Primary Academy, to be called Heatherden Hall Arts Academy.
5. A significant expansion of SEN and PRU places is required to 2022. 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; initial findings show that as well as a number of new resourced units, an annex and/or new special school is required to meet the long term need.

### Operational Delivery

**Primary:**

**Risk rating**

By using two Reception bulge classes Slough ensured there were places available in all year groups throughout 2014-15. Below is a summary of current projects:

- a) A new classroom block is nearing completion at Cippenham Primary.

## **Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

- b) A Year 1 bulge class is opening at James Elliman Primary for September 2015.
- c) Works to expand Godolphin Junior are underway on site; due to complete January 2016.
- d) Contractor has started on site to add a new classroom block for St Anthony's RC Primary.
- e) A framework for professional services/ architects has been finalised. The first contracts have been awarded for expansion projects at Claycots Town Hall Campus, St Mary's CE Primary and James Elliman Primary. Planning applications for all 3 schools are being finalised.

### **Applications for September 2015**

An analysis of applications received by the closing date shows a growth of 159 when compared to the same point last year for Reception places in Slough schools for September 2015. All applicants have been offered a place for September 2015 and 86% at their first preference school. Assuming the same rate of receipt of new applications throughout the year as were received last year, will require up to 5 additional classes next year.

As current forecasts show a growth in demand for 2015-16 and 2016-17 before demand drops back to current levels a combination of permanent expansions and bulge classes are being considered. Current plans are:

1. to open 2 bulge classes at Cippenham Primary
2. add one additional permanent form of entry at Claycots Bath Road
3. explore bulge classes at other schools.

Inward Migration: On average there is a net increase of over 25 pupils into every primary year group during each curriculum year. In the past with new schools and new forms of entry opening regularly it has been possible to manage this demand within existing projects; if births rates continue to drop or level off then it may become necessary to open additional bulge classes in higher year groups.

### **Secondary: Risk rating**

The risk rating increased in the October 2014 report as the impact of new free schools increasing the risk of over supply became clear.

In March parents were offered secondary school places for September 2015. Although there were 107 more applications than last year from Slough residents there are places still available at Slough schools due to the additional places opened at new Free Schools. The only Slough residents allocated Churchmead and Burnham Park are those that named the school on their application form. The percentage of Slough applicants offered their first preference has increased this year to 72% compared to 61% last year and almost 96% of all Slough applicants were offered a place at one of their preferred schools. This is linked to the oversupply of places and changing preference trends. The position is likely to change when the surplus disappears.

The strategic risk now, as a result of the opening of the 4 Free Schools (Ditton Park, Lynch Hill, Eden Girls' and Khalsa) is an over supply of secondary places for 2015-16 (estimated over supply of 8 Forms of Entry based on current application data). 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 as demand rises. In turn this will put an increased demand on 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.

Wexham Secondary has applied to reduce its admission number temporarily for 2015-16 to provide some financial certainty and remove 25 surplus places at the school. This has been approved by the Schools Adjudicator and reduces Year 7 places available at the school from 165 to 140 for one year.

## Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015

Cabinet approval obtained to add a single form of entry at Langley Grammar School (LGS). The school has been successful in applying for a major rebuild and the opportunity will be taken to expand places as part of the project, with the expected completion date in 3 or 4 years' time. LGS have consulted on and published a new admissions policy to ensure that Slough residents benefit from the expansion.

### SEN and PRU

Risk rating



SEN School Organisation Group (SEN SOG) has been established to inform the strategic planning of new SEN places across the town. The group includes heads from a broad range of Slough schools and officers from a number of relevant departments. They have developed a delivery programme with proposals for creating the SEN and PRU places required to 2022. The next step is to appoint professional services/architects to begin working up options and designs for each project.

A new secondary resource unit for Complex Needs is set to open at Ditton Park Academy in 2016 and an SEN unit is also included as part of the SASH2 Free School.

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. Modular classrooms will be installed at Arbour Vale and Haybrook College to relieve some of the immediate pressure.

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

#### Strategic Planning

4. Continue discussions with SASH and other successful Free School promoters to establish the admission details of their new school proposals.
5. Further develop the Strategic School Places Programme and Additional Needs Review.
6. Consider sites for possible location of a new special school building and/or annex.
7. Explore site options for SASH2, including privately owned sites.
8. Lobby DfE and promoters to align school openings to match demand.

#### Operational Delivery

9. Exchange leases for Ditton Park and Lynch Hill free schools.
10. Publish tender documents for professional services/architects to develop the agreed SEN and PRU projects.
11. Continue to explore contingency Reception classes for January/April 2016.

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

#### **More detailed Risk Register prepared – below are the main headings**

Red / Amber/ Green

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

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.

Amber

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

Mitigation:

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

Amber



**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

|   |     |       |       |
|---|-----|-------|-------|
| <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.<br/>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>   | Red |       |       |
| <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.<br/>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>• Work with schools via SEN School Organisation Group to plan expansion.</li> </ul>   |     | 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.<br/>Mitigation:</p> <ul style="list-style-type: none"> <li>• Basic Need funding for new places has been confirmed to 2017-18.</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> |     |       | Green |
| <p>6. <b>Delivery timeline</b> – Projects delivered later than required for pupils.<br/>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>   |     | Amber |       |
| <p>7. <b>Changing demographics</b> – Demand may rise faster or slower than predicted.<br/>Mitigation:</p> <ul style="list-style-type: none"> <li>• Latest information is constantly monitored and any significant changes incorporated within the delivery programme.</li> <li>• New projects may need to start or others delayed.</li> <li>• Dialogue with Free School promoters about phased openings.</li> </ul>   |     | Amber |       |
| <p>8. <b>Capacity</b> - Insufficient capacity to deliver such a large expansion programme.<br/>Mitigation:</p> <ul style="list-style-type: none"> <li>• Project management support now provided.</li> </ul>   |     | Amber |       |
| <p>9. <b>Delivery risk</b> - Projects do not proceed as planned, for instance schools choose not to cooperate or do not have the capacity to expand.<br/>Mitigation:</p> <ul style="list-style-type: none"> <li>• Work closely with individual schools and heads' groups to ensure buy-in.</li> <li>• Allocate adequate funding for projects to mitigate concerns.</li> </ul>   |     | Amber |       |
| <p>10. <b>Legal challenge</b> – Legal challenge impacting delivery and adding to costs.<br/>Mitigation:</p> <ul style="list-style-type: none"> <li>• New places will adhere to the School Admissions Code.</li> </ul>   |     |       | Green |
| <p>11. <b>School performance</b> – Expansion of existing schools or work on Free School proposals affects performance and pupil outcomes.<br/>Mitigation:</p>   |     | Amber |       |

**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

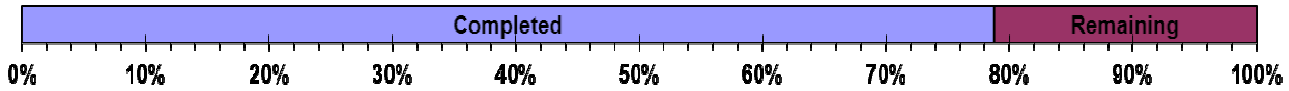
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|--|--|--|--|
| a. Expansion projects to be adequately funded.<br>b. LA to support Slough schools as they expand or prepare to apply for Free Schools. |  |  |  |
|--|--|--|--|

**Recommendations for CMT:**

1. 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.
2. Although the Project Management capacity in Property Services has increased, this has not resulted in sufficient capacity being dedicated to the school places programme. Recommend this is more transparent and addressed urgently.

**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

|  |              |              |                               |                |                     |
|--|--------------|--------------|-------------------------------|----------------|---------------------|
| <b>Slough Children's Services Transition Project</b> |              |              | Project <b>SPONSOR</b>        | Roger Parkin   |                     |
| <b>Wards affected: ALL</b>                           |              |              | Project <b>MANAGER</b>        | Vijay McGuire  |                     |
|  | 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>   | 04/08/2015          |
| <i>Previous month</i>                                | <b>AMBER</b> | <b>AMBER</b> | <b>AMBER</b>                  | <b>AMBER</b>   | 09/07/2015          |
| Project start date:                                  | 05/01/2015   |              | Anticipated Project end date: | 30/09/2015     |                     |



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:

- **Scope** - The Scope work stream is currently rated as **AMBER / GREEN** within the Project Progress report for this reporting period. Following the stock take meeting held between Steering board members on Monday 27<sup>th</sup> July it has been agreed that the Virtual Head , SEN assessment team and 1 post from the Performance Management team will also be included within scope. Strategic Commissioning remains **AMBER**. Some further work remains ongoing relating to the Cambridge Education Contract and Troubled Families Programme (Not the Programme Management Team).
- **Accommodation** - The Accommodation work stream is currently rated as **GREEN** within the project progress report for this reporting period. Following detailed discussions with the DFE, and the Trust appointees - revised designs / layouts were agreed. The Council subsequently submitted revised costing which includes the re-location of the council shared facilities currently situated on the Ground Floor West to the Ground Floor East. The Council received confirmation from the DFE on Monday 27<sup>th</sup> July that the one off costs associated with the re-location of the shared facilities and the re-design of Ground Floor West to accommodate the Trust's requirements will be met by the DFE under a separate grant variation. Work has now been re-programmed and agreed with the Council's building contractor and the schedule is confirmed to commence over the bank holiday week end of August subject to arvato availability.
- **Service Delivery Contract** - This work stream is currently reported as **AMBER / RED** on the project progress report for this reporting period. Since the last Highlight report no further meetings have taken place due to dependencies on the agreement of the budget, Pension schedule etc. However the commercial lawyers continue to engage in discussions to agree the schedules seeking instruction where appropriate. It is anticipated that further meetings will take place over the coming month following agreement on budget principles and the completion of the KPI's and specifications. The DFE will be scheduling these meetings for the month of September.
- **Pensions** - This work stream is currently reported as **GREEN** on the project progress report for this reporting period. The Pensions principles were agreed by Cabinet in a paper presented to Cabinet on the 13<sup>th</sup> July 2015. The heads of terms of the pension arrangements are as follows:
  - Admission to the Berkshire LGPS Pension Fund (the Fund) should be on an open and not closed basis.
  - The Council will provide a Guarantee to the Fund in relation to the Trust meeting its liabilities under LGPS during the term of the Service Delivery Contract.
  - On Transfer of the services back to the Council at the end of the Contract term, the Council will assume the Trust's pension liabilities.

However, Cabinet have sought further assurances with regards to the liabilities. As such we have been advised by our commercial lawyers that the Pension Schedule will require further review before finalising.
- **Support Services** - This work stream is currently reported as **AMBER** on the project progress report for this reporting period. There is now an agreed approach to support services with those provided by arvato continuing to be provided on an 'as is' provision through the contract that the Council has in place. However this remains subject to agreement of the contract terms by all parties.

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The Council has met with the Commercial lawyers to discuss the agreed drafting for the arvato agreement and this has subsequently been shared with the Trust Lawyers-subject to the Council's further consideration. With regards to the support services that will be delivered by the council to the new organisation, all relevant council specifications have now been drafted and released to Deloitte for comment and discussion with the Trust. The Council has agreed some initial drafting for a support services agreement which has now been shared with the Trust. Again this remains subject to the Council's further consideration. In addition to the drafting of both agreements, work remains ongoing to agree the SLA arrangements between the Council and the Trust with an all day workshop scheduled for the 5<sup>th</sup> August. The Council needs to now consider the internal governance arrangements of how this will be contract managed to ensure that there is a one point of contact for the Trust.

- **TUPE** - This work stream is currently reported as **GREEN** on the Project plan. The formal consultation was originally due to commence on the 22<sup>nd</sup> June and completed by the 17<sup>th</sup> July 2015. However, delays have occurred due to the Scope being agreed later than anticipated, the Measures information released to the Council on the 10<sup>th</sup> July, later than initially planned and the appointment of the Chief Executive who commenced work on the 20<sup>th</sup> July. The TUPE consultation was successfully launched on 28<sup>th</sup> July and will end on 26<sup>th</sup> August. The confirmed schedule is as follows:  
28<sup>th</sup> July - two formal briefing sessions were held – lead by the Interim Director of Children Services.  
3<sup>rd</sup> August - Information sessions are scheduled for staff to discuss the TUPE Process.  
Allocation of time for booked appointments to discuss individual staff issues.  
2<sup>nd</sup> September – Letters will be circulated to all affected staff.  
Week commencing 7<sup>th</sup> September an opportunity to have formal meetings with the Trust appointees.
- **Due Diligence** - Remains ongoing and is monitored at project meetings held on a weekly basis.
- **Forward Plan** - Prepared which outlines the key decisions that will need to be approved through the Council's governance process.
- **Work stream meetings** - continue to take place with the council work stream leads to deliver against the agreed Project plan.

### **Communications work stream**

- The internal communications plan remains a live document and continues to be reviewed as key milestones are achieved against the project plan.
- FAQs for staff relating to the transition arrangements continue to be updated to the Council's dedicated staff intranet pages.
- The DCS has introduced regular email newsletters for staff which contain information about the improvement journey and the transition.
- This work stream remains ongoing as per the last reporting period.

### **Data and ICT work stream**

- This work stream is currently reported at **AMBER** in the Progress report for this reporting period. The Council remains concerned as to the ability to put in place the appropriate set up arrangements for the new organisation in time for 'go live'. In various ICT work stream discussions, the Council has continued to re-iterate the urgent need to have agreed and signed off specifications to be able to make an informed decision with arvato on what is realistically achievable within the indicative timescales.
- Following the release of high level requirement documents and workshop notes on the 17<sup>th</sup> July arvato have undertaken the task to complete solution design documents which include the ongoing running costs for the duration of the Service Delivery contract.
- These are subject to an internal QA process led by the Council and are in the process of being released to Deloitte to undertake due diligence on the costings prior to DFE approval.

### **Finance work stream**

- The work stream which will lead to the Budget model being agreed and handed over to the new organisation remains **AMBER** on the project progress report for this reporting period.
- The Due Diligence analysis remains ongoing between Deloitte and the Council.
- The Council have held an internal budget principles meeting on the 23<sup>rd</sup> July and thereafter

## Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015

discussions have commenced between the Council and the CSO to agree the high level principles for further discussion.

- Meetings have been scheduled throughout August and it is expected that the budget will be agreed in time for decision and approval by Cabinet in September.
- It was agreed at the Stock take meeting in July that the budget will be agreed based on actual spend – an 18 month budget should be set as a minimum; further discussion is required around the issues associated with savings and dealing with service demand, along with clear processes on how future budgets would be agreed.
- The agreement on the budget is critical for the Service Delivery Contract sign off.

### Legal and contracts work stream

- The Council continues to provide direct support to Deloitte in the development of the Third Party Contracts register which will be incorporated as a schedule within the Service Delivery Contract.
- Productive meetings have taken place between the new organisation appointees, legal representatives and the council to agree the treatment of the contracts that have been identified to date.
- The Council has flagged to the Project group that the contracts that have been identified have been based on those that were identified over a £10k threshold and some further work may need to be done to consider those that fall below this level. Following on from the last Highlight report submission, Deloitte have now identified 180 placement contracts which need to be considered as part of the Third Party contracts work stream.
- There is an ongoing work activity to identify third party contracts which have not been picked up as part of the contracts review and appropriate provision will be incorporated into the Service Delivery Contract to address any contracts that are identified after the 'go live' date.
- Following the agreement of the Scope – the Council is obtaining all relevant contracts associated with services that are now in scope relating to SEN, Virtual Schools, Performance and Troubled Families.
- The Council has released a near completed Asset Register which will require one final review prior to being incorporated into the Service Delivery Contract.
- The Legal Work Stream continues to focus predominately on agreeing the principles associated with the SBC discussions relating to the development of the Service Delivery Contract and its Schedules.

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

The Council Priorities:

- Council and the new organisation to work towards final agreement on the Service Delivery Contract - **Council Led**
- Council to agree the back to back arvato contract agreement as part of the contract negotiations with the new organisation - **Council Led**
- Completion of the Ofsted Registration with particular focus on the evidence submission and the DBS Checks for the relevant managers - **Council Led**
- Ongoing work to complete the Accommodation requirements for the CSO to the agreed deadlines - **Council Led**
- Further development of the suite of KPI's / outcomes by which the new organisation will be contract managed - **Council Led**
- Council to proceed with the development of a client Structure - which will be responsible for the monitoring of the Trust - **Council Led**
- Development of the payment Mechanism for incorporation into the Service Delivery Contract - **Council Led**
- Service Specifications to be developed - for inclusion in the Service Delivery Contract - **Council Led**
- Final Agreement on support services delivery models including governance and client monitoring - **Council Led**
- Ongoing information release as part of the Due Diligence exercise.

**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

| <b>Key issues of risk / obstacles to progress:</b>  |                        |
|---|------------------------|
| <small>(the main headings from the more detailed Risk Register for this project)</small>  | <b>Red/Amber/Green</b> |
| <ul style="list-style-type: none"> <li>All Third party contracts required by the new organisation may not be fully identified. This has been raised as a concern based on the £10k threshold used to identify the contracts that form the basis of the contracts register – This remains an ongoing piece of work and a caveat will be considered for inclusion in the Service Delivery Contract on the treatment of any contracts identified after 'go live'.</li> </ul> | <b>Amber</b>           |
| <ul style="list-style-type: none"> <li>Agreement on the provision of support services delivered through the arvato contract will be subject to agreement of terms within the Service Delivery Contract – the Council continues to keep arvato fully informed of progress and will confirm the council's preferred option within the next week so as to ensure that this is fully considered as part of the Contract negotiations.</li> </ul>                              | <b>Amber</b>           |
| <ul style="list-style-type: none"> <li>The agreement on the services in scope directly impacts the ability to initiate the TUPE Consultation, impacts accommodation, budget and the support services solution - as of yet this has not yet been formally agreed.</li> </ul>   | <b>Green</b>           |
| <ul style="list-style-type: none"> <li>Agreed structure and client monitoring requirements need to be confirmed and recruited to in readiness for 'go live'.</li> </ul>   | <b>AMBER / RED</b>     |
| <ul style="list-style-type: none"> <li>Contract negotiations may delay timescales. Meetings have already commenced to reduce the likelihood of this occurring.</li> </ul>   | <b>Amber</b>           |
| <ul style="list-style-type: none"> <li>The new organisation and Council need the right level of and control over their shared and separate support services. Due diligence of support service staff and budgets to transfer to the Trust and agreement on the governance of support services provided by the Council through the services contract will enable this.</li> </ul>   | <b>Amber</b>           |
| <ul style="list-style-type: none"> <li>Impact on the Council's Strategic Partnership Contracts – these will be factored into the commercial discussions to identify any adverse impact at early contract negotiation stage.</li> </ul>  | <b>Amber</b>           |
| <ul style="list-style-type: none"> <li>The absence of detailed specifications could severely impact the resource / capacity and ability to deliver the key requirements relating to payroll build / financial books / ICT Requirements etc. These issues are urgently being discussed with the Deloitte Project team to ensure that early mitigation is addressed.</li> </ul>   | <b>Amber</b>           |
| <b>Recommendations for CMT:</b>   |                        |
| <ul style="list-style-type: none"> <li>Note progress since last month's Gold Highlight report.</li> <li>Note key activities that need to be completed in the next reporting period.</li> <li>Advise on any further actions to be considered at this stage.</li> </ul>   |                        |

**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

|  |              |              |                               |                    |                     |
|--|--------------|--------------|-------------------------------|--------------------|---------------------|
| <b>The Curve</b>   |              |              | Project<br><b>SPONSOR</b>     | Roger Parkin       |                     |
| <b>Wards affected: All</b>   |              |              | Project<br><b>MANAGER</b>     | Manager Fin Garvey |                     |
|  | Timeline     | Budget       | Issues & Risks                | OVERALL STATUS     | Date of this report |
| <b>Current</b> period  | <b>AMBER</b> | <b>AMBER</b> | <b>AMBER</b>                  | <b>AMBER</b>       | 01/08/2015          |
| <i>Previous month</i>  | <b>AMBER</b> | <b>AMBER</b> | <b>AMBER</b>                  | <b>AMBER</b>       | <i>01/07/2015</i>   |
| Project start date:  | 01/10/2013   |              | Anticipated Project end date: | 31/12/2015         |                     |
| <p>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 type="checkbox"/> No (draft) <input checked="" type="checkbox"/>   |              |              |                               |                    |                     |
| Key project deliverables (what are the key deliverables this project intends to produce?)  |              |              |                               |                    |                     |
| <p>The creation of the focal point and landmark building of the Curve Library and Cultural Centre, enabling community and cultural services to deliver a one stop service and linking elements of the Heart of Slough and encouraging development of the shopping centre by connecting William Street and McKenzie Square. The building will include:</p> <ul style="list-style-type: none"> <li>• Learning spaces. Adult learning, including all programmes currently provided through the Thomas Gray Centre and opportunities for other learning providers to hire facilities.</li> <li>• Cultural and community spaces. A performance venue seating up to 280 people. There will also be space for exhibitions and a café.</li> <li>• Library and museum spaces. All current services will be provided, with an equivalent number of books and provision for public use IT, including WiFi. Slough museum is a core partner and artefacts illustrating the history and culture of Slough would be displayed throughout the building, particularly linking with local studies as a centre for Slough history.</li> <li>• Democratic spaces. An added value of the multi-functional design is that the building can also be used for all Council public meetings, bringing council services closer to the public. The performance venue and a ground floor meeting room will be equipped for this.</li> <li>• The space is flexible providing opportunities for pop up services, performances within the library, informal meetings and activities throughout the building.</li> </ul> |              |              |                               |                    |                     |
| Key activities completed / milestones <b>achieved</b> in this period:  |              |              |                               |                    |                     |
| <ol style="list-style-type: none"> <li>1. December 2015 completion on track – no change of status. It is now confirmed that the planned completion of works will be October 30<sup>th</sup>. Morgan Sindall are happy to accommodate any necessary access to site by Arvato and other third parties to ensure that there is sufficient time to complete all third-party works prior to the test day on the 4<sup>th</sup> December.</li> <li>2. Outstanding compensation events: <ul style="list-style-type: none"> <li>• CE0030 Café Servery</li> <li>• CE0037 Changing Places Compliance</li> <li>• CE0038 Service Yard (resident bin store &amp; segregated area)</li> <li>• CE0043 External CCTV Cameras</li> <li>• CE0044 Reading Garden (hand prints)</li> <li>• CE0045 Reading Garden (end closure security)</li> <li>• CE0046 Bunded plantroom floor finish</li> <li>• CE0048 Open Government in the Performance Space</li> </ul> </li> <li>3. Electrical services to both ICT rooms on the first and second floor.</li> <li>4. Testing of some of the electrical services.</li> <li>5. Completion of the blockwork walls to the plantrooms.</li> <li>6. Water tank room / boiler room and the switch room located on the ground floor released.</li> <li>7. First floor walls are now complete, with 1st fix electrical and mechanical works installed.</li> <li>8. Closure of walls and the commencement of tape and jointing to the walls.</li> <li>9. The external works this month have not been progressed due to the works being carried out to the</li> </ol>            |              |              |                               |                    |                     |

**Appendix E: Council's Gold Project updates as at 31<sup>st</sup> July 2015**

- Queensmere shopping centre façade.
10. Installation of the steel frame, including the lift shaft for the goods lift.
  11. IT issues ongoing. Remains high risk on cost and time.
  12. Café has been retendered; Morgan Sindall have secured alternative servery options for the café.
  13. Monthly contractor/client meeting not happening until Thursday 13<sup>th</sup> August due to annual leave arrangements.
  14. Detailed revisions to design ongoing with no significant cost implications.
  15. All FFE is now agreed and ordered.
  16. Neighbours meetings ongoing.

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

1. Installation of framework and timber to feature staircases.
2. Installation of the secondary steelwork to the 2no lifts shafts.
3. Installation and survey of the Kone lifts.
4. Completion of the raised access flooring and concrete flooring for the retractable seating.
5. Commencements of 1st fix metal work in association with the ceiling installation to the first floor.
6. Completion of trench heating installation including lagging to pipework.
7. The toilet areas will have the electrical 1st fix started and completed early in the month, which will then allow for the installation of all the associated plumbing and waste pipes.

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

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

|  | 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 and Arvato'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 £455,318. The potential increase to the contract sum if all compensation events are implemented stands at £684,441.87.  | Amber               |
| 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. M&E and FM costs challenged and savings identified with net revenue impact c£250K. 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. Agreements reached in principle; risk controlled.   | 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.