

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 12 January 2017

CONTACT OFFICER: Neil Wilcox, Assistant Director: Finance & Audit (S151 officer)
(For all enquiries) (01753) 875358

WARD(S): All

PART I **FOR COMMENT AND CONSIDERATION**

PERFORMANCE & PROJECTS REPORT – Q2 2016-17

1 **Purpose of Report**

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

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

That the Committee consider details of and comment on the Council's current performance as measured by the indicators within the balanced scorecard and update on Gold projects and performance.

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

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

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

4 Other Implications

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

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

(c) Human Rights Act and Other Legal Implications

None.

(d) Equalities Impact Assessment

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

Supporting Information

5 Introduction

5.1 This is the second quarter report for the 2016-17 financial year in respect of the performance position of the Council. The report is presented against a background of change arising from the ongoing review and refresh of the Council's 5 Year Plan. Content and format is therefore also prone to change, going forward.

5.2 The report comprises three sections:

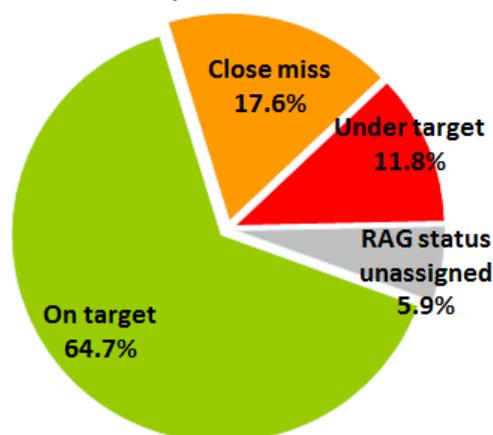
1. Corporate Scorecard Performance Measures
2. Outcome Group 'Highlights'
3. Project Management Performance

6 Corporate Scorecard Performance Measures

6.1 This is the second quarter presentation of the Five Year Plan (5YP) Performance Scorecard, relating to the period July-September 2016.

6.2 The latest position for the Council's balanced scorecard demonstrates that at the end of quarter 2, an overview of the Council's performance was as follows:

**Corporate Balanced Scorecard Indicators:
Q2 2016-17**



6.3 Currently 16 of the 17 indicators (94.1%) have been assigned a RAG status of either **'Red'** (2, 11.8%), **'Amber'** (3, 17.6%) or **'Green'** (11, 64.7%). For each indicator the RAG status has been assigned by the responsible manager, with reference to previously agreed targets.

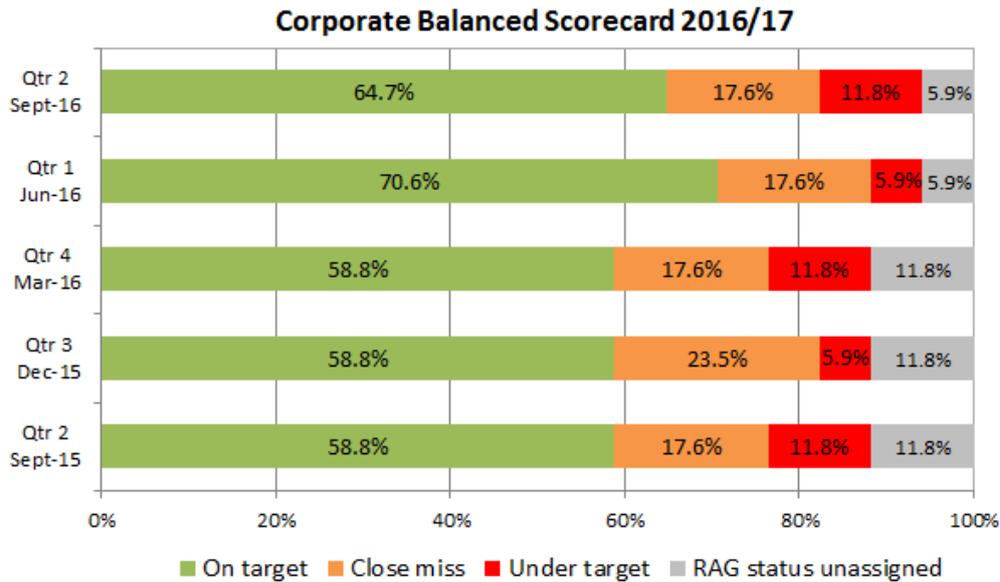
6.4 Key areas of noteworthy concerns flagged as **'Red'** status are:

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

Both measures are generated annually as part of a nationwide Child Measurement Programme, and in both cases the latest Slough results have a higher proportion of children carrying 'excess weight' than the national and regional averages, and an increase in this proportion since the previous year.

6.5 Comparison with previous quarter

The bar chart below compares the proportion of indicators assigned each RAG status at quarterly intervals. Quarter 2 of 2016/17 shows improvement on the position one year ago, but deterioration in performance since Q1 – this is due to the annual release of the childhood obesity measures already described above, which both fell below desired target values; the first measure (relating to children in Reception year) fell from a Green to a Red status.



6.6 Noteworthy improvements:

Two indicators moved from ‘Amber’ to ‘Green’ status as results improved to reach target levels:

- Number of adults managing their care and support via a direct payment
- Proportion of council tax payments by direct debit

Both of these indicators relate to improved efficiency and easier control for residents.

6.7 Detailed information on each indicator is provided in the scorecard itself which is included as **Appendix A** to this report. Indicators that have been updated this quarter are highlighted in yellow in the ‘date updated’ column. The majority of the indicators will be updated quarterly however some of the indicators selected for use by the Council are only determined once a year, and therefore will be updated as the results are available.

7 Outcome Group Highlights

7.1 Alongside the performance measures, a textual update for each Outcome is prepared each quarter in a ‘highlight report’ prepared by the individual lead officer with overall responsibility for coordinating activities within each Outcome Group. The summary of the seven 5YP outcome highlight reports submitted for September 2016 indicates that the overall status of three were assessed as ‘Green’, three as ‘Amber’, and none as ‘Red’. One report did not grade Outcome delivery in this format, and one report (on Outcome 7) was not produced due to changeover in staff responsibility.

7.2 This is the last quarter under which progress against the 8 original Outcome areas will be reported. Going forward, with the reduction in the number of Strategic Outcomes described by the revised 5 Year Plan, this section will be amended to reflect the final agreed format of the revised plan.

7.3 The table beneath shows a headline summary of performance during Quarter 2 on delivering against the original eight Outcome group work areas.

7.4 Progress with each Outcome is classified according to Red, Amber or Green scale on each of “Timeline”, “Budget”, “Issues + Risks” as well as an overarching “Overall” progress field. Arrows indicate if this status has been maintained (⇔), improved (↑) or worsened (↓) since the last report.

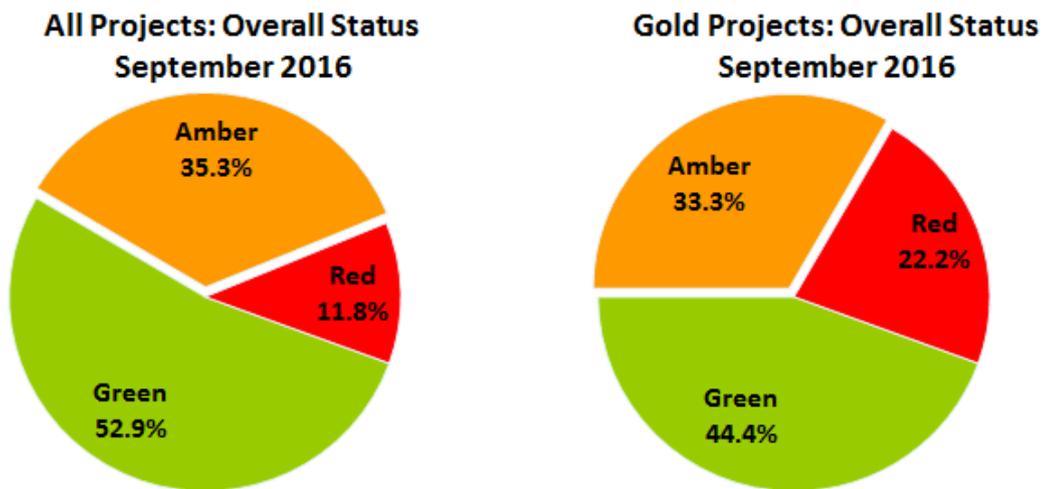
Outcome	Lead	Overall	Timeline	Budget	Issues + Risks
1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay	Tracy Luck	GREEN ⇔	Green ⇔	Green ⇔	Amber ⇔
2: There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough	Mike England	AMBER ⇔	Green ⇔	Amber ⇔	Amber ⇔
3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities	Joe Carter	GREEN ⇔	Green ⇔	Amber ⇔	Amber ⇔
4: Slough will be one of the safest places in the Thames Valley	Roger Parkin	AMBER GREEN ⇔	Green ⇔	Amber ⇔	Amber ↑
5: Children and young people in Slough will be healthy, resilient and have positive life chances	Ketan Gandhi	No grade stated	No grade stated	No grade stated	No grade stated
6: More people will take responsibility and manage their own health, care and support needs	Alan Sinclair	AMBER ⇔	Amber ⇔	Amber ⇔	Amber ⇔
7: Maximising our use of assets and income	Stephen Fitzgerald	No report supplied (was GREEN)	No report supplied (was Green)	No report supplied (was Green)	No report supplied (was Amber)
8: The council will be a leading digital transformation organisation	Tracy Luck	GREEN ⇔	Green ⇔	Green ⇔	Amber ⇔

7.5 Key achievements reported include:

- The opening of The Curve.
- Completion of first Council homes by SUR on Ledgers Road.
- Connaught House returned to Landlord.
- Over 4,000 streetlights converted to LED lamps.
- Additional CCTV and reassurance activities provided for Salt Hill Park.
- New Advocacy in Slough service launched.

8 Project management

- 8.1 The final section of this report provides a summary of progress on the range of projects currently being undertaken and monitored by the Performance Management Office.
- 8.2 During Quarter 2, 34 projects were being undertaken, with 9 of these described as “Gold Projects” – those of greatest strategic importance to the Council, and a further 11 categorised as of “High” importance grade.
- 8.3 A fully comprehensive quarterly report which details the status of each individual project, including reference to the key risks, issues and interdependencies is available from the Council’s Programme Management Team.



- 8.4 Project statuses summary - the table beneath shows a headline summary of Q2 reported performance on delivering the most significant projects (those rated as ‘Gold’ or ‘High’ priority) according to plan. Note that this relates to project status at end of Quarter 2 (September 2016) and does not necessarily equate to current position.
- 8.5 Each project is classified according to Red, Amber or Green scale on each of “Timeline”, “Budget”, “Issues + Risks” as well as an overarching “Overall” progress field. Arrows indicate if this status has been maintained (↔), improved (↑) or worsened (↓) since the last report.

Category	Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks
Gold	School Places Programme	Amber ↔	Amber ↔	Green ↔	Red ↔

Category	Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks
Gold	Adults Social Care Reform Programme	Amber ↔	Amber ↔	Amber ↔	Amber ↔
Gold	The Curve	Green ↔	Green ↔	Green ↔	Green ↔
Gold	ERP / Agresso	Red ↔	Amber ↑	Green ↑	Red ↔
Gold	Transformation Programme: Council's Vision & Purpose	Green ↔	Green ↔	Green ↔	Green ↔
Gold	Transformation Programme: People and Culture Strategy	Green ↔	Green ↔	Green ↔	Green ↑
Gold	Transformation Programme: Digital transformation	Green ↑	Green ↑	Green ↑	Amber ↔
Gold	RMI Contract	Amber ↔	Amber ↔	Green ↔	Amber ↔
Gold	Environmental Services contract procurement	Red ↓	Red ↓	Green ↔	Red ↔
High	Operational Asset Review	Amber ↔	Amber ↔	Amber ↔	Amber ↔
High	Cemetery Expansion and Crematorium Works	Green ↔	Green ↔	Green ↔	Green ↔
High	Highways and Transport Transformation	Green ↔	Amber ↔	Green ↔	Amber ↔
High	Slough Major Transport Schemes	Red ↔	Amber ↔	Red ↔	Red ↔
High	Street-lighting LED	Green ↔	Green ↔	Green ↔	Green ↔
High	Highways Term Maintenance Contract	Green ↔	Green ↔	Green ↔	Green ↔
High	Burnham Station Improvement	Green ↔	Green ↔	Green ↔	Green ↔
High	Cambridge Education / Phase 2 CSC Transfer	Amber ↔	Amber ↔	Amber ↔	Amber ↔
High	Leisure Strategy (4 project streams)	Amber ↔	Green ↔	Green ↔	Amber ↔
High	Leisure Contract Reprourement	Amber ↔	Green ↔	Green ↔	Amber ↔
High	Subsidiary Housing Company	Green	Green	Green	Green
	Overall Summary totals:	Green 10 Amber 7 Red 3	Green 11 Amber 8 Red 1	Green 16 Amber 3 Red 1	Green 4 Amber 8 Red 4

The majority of these 'Gold' and 'High' priority projects are running satisfactorily to project plans, but arguably too many are operating beneath the 'Green' health status. Three projects (ERP / Agresso implementation, Environmental services contract procurement and Slough Major Transport Schemes) are described by their own Project teams as facing significant problems. The reasoning behinds this categorisation are described below:

ERP/Agresso

Risk/Issue	Mitigation Action	Theme
------------	-------------------	-------

The current Project Manager is leaving the organisation on 15 th December. (Issue)	The project team has been notified and discussions are currently in process to manage this.	Resources/Capacity
There remains confusion whether, at the outset of the project, it was agreed that Agresso support, post go live, would be managed internally. However due to insufficient capacity, capability, and resilience of the support team this is not a workable solution. Delays in resolving 1 st / 2 nd / 3 rd tier support issues directly impact project work and timelines. (Risk)	Risk to be mitigated by sourcing external Agresso support.	Resources/Capacity
SBC Agresso payroll support is not in place, and finance support is under resourced. This is delaying the project timeline and causing a backlog in responding to queries. (Issue)	SBC are currently in discussion with arvato to outsource Agresso support.	Resources/Capacity

Environmental Services Contract Procurement

Risk/Issue	Mitigation Action	Theme
There is single people dependency on programme – Key work stream leads are also assigned to other major re-procurement programmes. (Risk)	Financial resources in place to support officers engaged if required. Regular workstream 1:1's scheduled to provide an opportunity to monitor progress and capacity issues.	Resources/Capacity

Slough Major Transport Schemes

Risk/Issue	Mitigation Action	Theme
Severe pressure on budget due to utility delays. Estimated overspend reported in previous update reports stands at £3m. (Risk)	This is being managed by de-scoping the works and providing the principal contractor with additional schemes to reduce the stand-down time.	Budget/Finance
Delay due to fibre apparatus requiring diversions. (Issue)	Options being investigated for Amey to undertake some of the risk work instead of principal contractor with redesign on carriageway.	Delays

Overall, Council performance is generally good, but with considerable room for further improvement.

Almost two-thirds of the selected Performance indicators are achieving desired target results, with near-misses in bus punctuality, crime rate, business rate increase and proportion of household waste sent for reuse, recycling or composting.

Outcome group leads report generally good progress on work streams with no significant delays or insurmountable issues.

Projects being run by the Council are generally managed well and proceeding to plan, although some individual projects are running significantly behind plan or over budget. These projects are under regular scrutiny, with project management and other support being delivered to assist in ensuring project delivery.

10 **Appendices Attached**

- A - 5YP Performance Scorecard, September 2016
- B - 5YP Outcome Group Highlight Reports, September 2016

11 **Background Papers**

Project status update Report, September 2016