

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee      **DATE:** 13<sup>th</sup> July 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 – QUARTER 4 2016-17**

##### **1. Purpose of Report**

- To provide Overview and Scrutiny Committee with the latest performance information for the 2016-17 financial year.
- To summarise the Council's performance against the Corporate Balanced Scorecard indicators to date during 2016-17.
- To update on the progress of the 27 projects on the portfolio, which are graded according to Project magnitude as Gold (5), High (12), Medium (1) or Low (9).

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

That the Council's current performance as measured by the indicators within the balanced scorecard and update on Gold projects and performance be noted.

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

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

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

##### **4. Other Implications**

###### **(a) Financial**

The financial implications are contained within this report.

## (b) Risk Management

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

## (c) Human Rights Act and Other Legal Implications

None.

## (d) Equalities Impact Assessment

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

## **Executive Report**

### **5. Supporting Information**

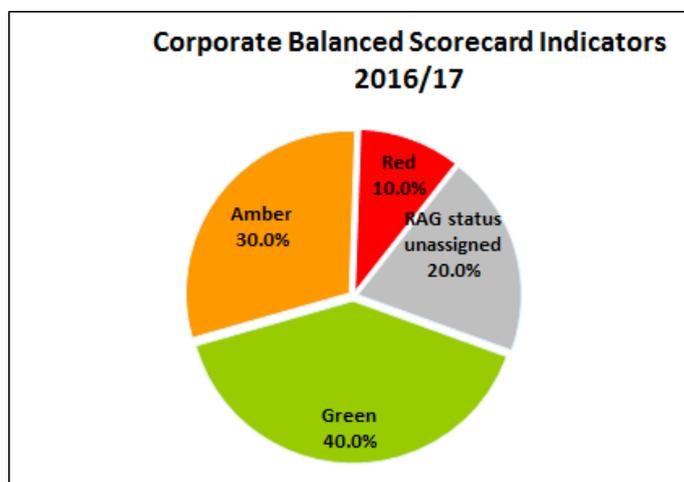
- 5.1. This is the first report to the Overview and Scrutiny Committee reporting on end of quarter 4 for the 2016-17 financial year in respect of the performance position of the Council. The report is presented against a background of change arising from the ongoing review and refresh of the Council's 5 Year Plan. Content and format is therefore also prone to change, going forward.
- 5.2. The report comprises three sections:
- The high-level performance indicators of the Corporate Balanced Scorecard;
  - The summary highlight reports from the Outcome Groups, and
  - The summary highlight reports on the Council's Project Management Performance.

### **6. Corporate Balanced Scorecard**

- 6.1. This is the quarter 4 presentation of the Corporate Balanced Scorecard, relating to the period 1<sup>st</sup> January to 31<sup>st</sup> March 2017.
- 6.2. Following on from the in-depth review of the 5YP, there are now 20 performance measures included in the Corporate Balanced Scorecard of which some are new and

reported for the first time. These have been aligned to the new five priority outcomes as agreed in the revised Five Year Plan 2017-2021.

- 6.3. The latest position of the Corporate Balanced Scorecard demonstrates that at the end of quarter 4, an overview of the Council's performance was as follows:



- 6.4. In this period, 16 of the 20 indicators (80%) were assigned a RAG status of either 'Red' (2, 10%), 'Amber' (6, 30%) or 'Green' (8, 40%). A further 4 (20%) indicators are currently not assigned a RAG status as these are still in the process of being agreed. For each indicator the RAG status has been assigned by the responsible manager, with reference to previously agreed targets.

- 6.5. Key areas of noteworthy concerns flagged as 'Red' status are:

- **1.2i: Prevalence of children with 'excess weight' at start of primary school (Reception) as measured by the NCMP**  
*[This was reported the previous quarter]*
- **1.2ii: Prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP**  
*[This was reported the previous quarter]*

Both the 'excess weight' 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.

Please refer to the Corporate Balanced Scorecard for details of the initiatives in place.

- 6.6. Comparison with previous quarter

- Following on from the refresh of the 5YP 2017-2021, this is the first quarter where the revised Corporate Balanced Scorecard is reported to the Overview and Scrutiny Committee of which some of the performance measures are new and reported for the first time. Therefore, comparison

with previous quarter will be carried out at the end of Q1 2017/18 in comparison with Q4 2016/17.

## **7. Outcome Group Highlights**

- 7.1. Each of the 5 Outcome Groups are now set up with an Outcome Lead assigned to each group. The majority of the groups have regular meetings scheduled ahead.
- 7.2. Each Outcome Group now also has a dedicated member from the Council's central Performance Team, who will attend Outcome Group meetings and provide data support and advice to the selection of performance indicators required by each group in order to:
  - report upwards on high-level performance objectives, and
  - help the groups to actively manage performance on activities that will shape and influence the way those high-level objectives ultimately turn out.
- 7.3. Quarterly reporting of the outcomes group highlights is anticipated to be included in the Q1 2017/18 report.

## **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 4, 27 projects were being undertaken, with 5 of these described as "Gold Projects" – those of greatest strategic importance to the Council, and a further 12 categorised as of "High" importance grade, 1 as "Medium" and 9 as "Low".
- 8.3. A fully comprehensive report which details the status of each individual project, including reference to the key risks, issues and interdependencies is available as background papers. Please email [programme.managementoffice@slough.gov.uk](mailto:programme.managementoffice@slough.gov.uk) for a copy of Gold Project Highlight reports for this reporting period. CMT may wish to scrutinise particular projects using this Background Paper.
- 8.4. Project Progress (Gold Projects)

The Gold Projects are:

- School Places Programme
- Adults Social Care Reform Programme
- ERP/Agresso
- RMI Contract
- Environmental Services Contract Re-Procurement

## 8.5. Highlights this quarter:

### 2 Projects

### Progress

Two projects are reporting completion of significant key activities and milestones:

- **LED Street Lighting**  
Nearly 8200 lantern conversions and column replacements have been completed in Slough, which is over 70% of our lighting stock. We are ahead of the scheduled programme for the three Boroughs (Slough, Wokingham and Reading).
- **Fleet Challenge**  
The Electric Vehicle test drive was successfully completed and feedback from staff was positive. An order was placed for 3 new Renault Zoe vehicles for the Council's fleet.

## 8.6. Key issues to be aware of:

### 1 Project

### Budget

One project is reporting issues associated with budgets:

- **Slough Major Transport Schemes**  
Severe pressure still with the budget due to utility delays on the main contractor. This is being managed through contingency budget.

### 2 Projects

### Timescales

Three projects are reporting risks associated with Project Timescales

- **Slough Major Transport Schemes**  
Delay still with SSE and Communications companies to move apparatus. There is a timetable to get this project back on track.
- **Burnham Station Improvements**  
The Contractor has submitted the Risk Assessments and we are currently waiting for approval from Network Rail and also for their contractor to complete works on the station platforms so we can commence work on Network Rail land (Station Forecourt area). Works will continue on other sections of the highway that is not owned or do not directly affect Network Rail property.

## 1 Project

## IR 35 / Interim staff

A number of interim staff will potentially be impacted by IR35 which has affected the retention of interim staff. This issue has been reported by the RMI project but has affected other projects on the Portfolio. Action has been taken to address this issue by individual project managers.

### 8.7. Key lessons from projects reviewed this quarter:

The Programme Management Office will be routinely carrying out Lessons Learned and Benefits reviews for key projects. In the last quarter the registrar's relocation to the Curve was reviewed and this resulted in findings that have been helpful to project managers implementing projects of a similar nature.

### 8.8. Further information can be brought to members at any time should that be helpful.

### 8.9. Background Papers: Email [programme.managementoffice@slough.gov.uk](mailto:programme.managementoffice@slough.gov.uk) for a copy of Gold Project Highlight reports for this reporting period.

## 9. **Conclusion**

### 9.1. 40% of the selected performance indicators are achieving desired target results, with near-misses in bus punctuality, council tax in year collection rates, overall crime rates and increasing the number of dwellings in the borough.

### 9.2. Each Outcome Group now also has a dedicated member from the Council's central Performance Team, who will attend Outcome Group meetings and provide data support and advice to the selection of performance indicators required by each group.

### 9.3. Progress continues on all major schemes and projects. The Council's PMO maintains oversight of all projects included in the portfolio to ensure that risks and issues are managed and progress maintained. The PMO routinely carries out Lessons Learned and Benefits reviews for key projects which is helpful to project managers implementing projects of a similar nature.

## 10. **Appendices Attached**

A - Corporate Balanced Scorecard, March 2017

## 11. **Background Papers**

Background Papers: Email [programme.managementoffice@slough.gov.uk](mailto:programme.managementoffice@slough.gov.uk) for a copy of Gold Project Highlight reports for this reporting period.