

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 14th September 2017

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WARD(S): All

PART I FOR COMMENT AND CONSIDERATION

PERFORMANCE & PROJECTS REPORT: Q1 2017/18

1 Purpose of Report

- To provide the Committee with the latest performance information for the 2017-18 financial year.
- To summarise the Council's performance against the Corporate Balanced Scorecard indicators to date during 2017-18.
- To update on the progress of the 25 projects on the portfolio, which are graded according to Project magnitude as Gold (5), High (13), Medium (1) or Low (5).

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.

4 Other Implications

(a) Financial

There are no financial implications.

(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

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

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

5 Supporting Information

5.1 This is the first report on the 2017-18 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 two sections:

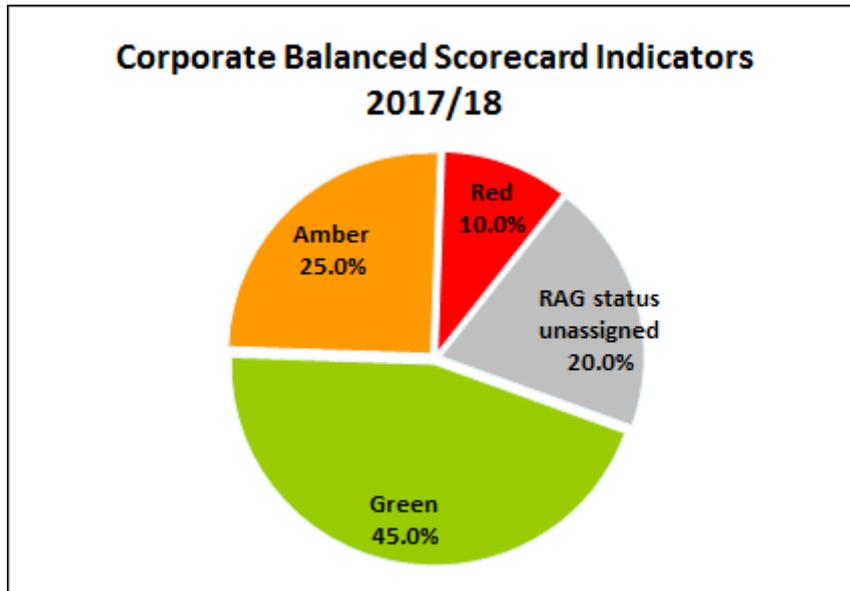
- The high-level performance indicators of the Corporate Balanced Scorecard;
- The summary highlight reports on the Council's Project Management Performance.

5.3 Corporate Balanced Scorecard

5.3.1 This is the quarter 1 (2017-18) presentation of the Corporate Balanced Scorecard, relating to the period 1st April to 30th June 2017.

5.3.2 There are 20 performance measures included in the Corporate Balanced Scorecard. These have been aligned to the five priority outcomes as agreed in the revised Five Year Plan 2017-2021.

5.3.3 The latest position of the Corporate Balanced Scorecard demonstrates that at the end of quarter 1, an overview of the Council's performance was as follows:



5.3.4 Of the 20 indicators, 3 are still being finalised, so have no performance value nor agreed target; one other (relating to child protection plans) currently has no agreed target.

5.3.5 For the remaining 16 indicators with agreed target levels, in this period, 2 were rated as significantly under the desired performance level, 5 were rated as 'Amber', signifying a near miss to desired performance level, and 9 were rated 'Green' as achieving or exceeding target performance.

5.3.6 For each indicator the RAG status has been assigned by the responsible manager, with reference to previously agreed targets.

5.3.7 Key areas of noteworthy concerns flagged as 'Red' status have been previously reported, and are:

5.3.8 **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]

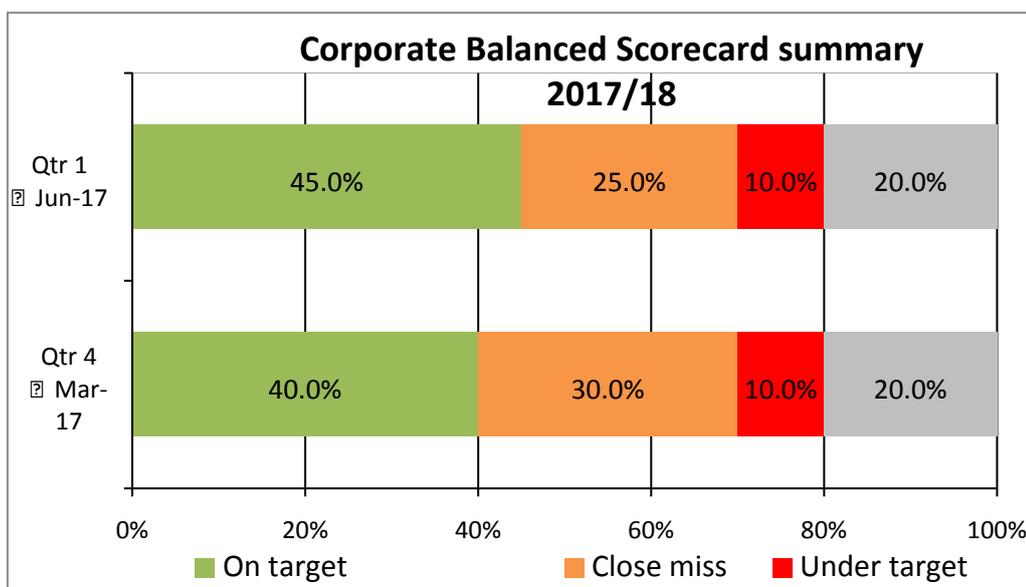
5.3.9 **1.2ii: Prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP**
[This was reported the previous quarter]

5.3.10 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 fuller details of the initiatives in place to tackle the issue of unhealthy weight in childhood.

5.3.11 Comparison with previous quarter:

5.3.12 The bar chart below compares the proportion of indicators assigned each RAG status at quarterly intervals.



5.3.13 Increase council tax in year collection rate (%)

The collection rate at the end of June 2017 of 30.88% is on target for this time in the financial year. The RAG status improved from 'Amber' to 'Green'.

5.4 Project Management

- 5.4.1 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.
- 5.4.2 During Quarter 1, 25 projects were being undertaken, with 5 of these described as "Gold Projects" – those of greatest strategic importance to the Council, and a further 13 categorised as of "High" importance grade, 1 as "Medium" and 5 as "Low".
- 5.4.3 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 for a copy of Gold Project Highlight reports for this reporting period. Cabinet may decide to scrutinise particular projects using this Background Paper.
- 5.4.4 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

5.4.5 Highlights this quarter:

4 Projects: Progress

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

- **RM&I Contract**
The RM&I Project are reporting significant progress following the identification of the preferred contract bidder. A mobilisation team has been identified who are preparing the mobilisation plan in preparation for services go live December 2017.
- **Fleet Challenge**
The Fleet challenge project has reported its significant progress in readiness for the launch in mid-June 2017. Highlights include the promotion of the scheme at the Staff Conference on 18th May 2017 which was well received by staff.
- **Leisure Strategy – Arbour Park**
The Leisure Strategy programme reported that Arbour park was formally handed over on 25th May, 2017.

The official opening of Arbour Park took place on the 14th June, with the launch aimed at corporate businesses and potential hires.

- **Leisure Contract re-Procurement**
The new contract with SLM has been successfully mobilised. Notable improvements to Montem Leisure Centre have been made including repainting and rebranding the site, repairs to gym facility, including installing up-to-date equipment in the gymnasium. In addition SLM have increased the cleaning regime and staff training to ensure an improved service to residents and customers alike.

5.4.6 Key issues to be aware of:

1 Project: Resources

RM&I – Client Team Recruitment

The RM&I Project reports that there was no interest expressed internally for any of the advertised roles. Action is being taken to address this issue by externally advertising the roles.

5.4.7 Key lessons from projects reviewed this quarter:

The Programme Management Office (PMO) routinely carries out End Project, Lessons Learned and Benefits reviews for key projects. In the last quarter, the PMO undertook Lessons Learned reviews for the following projects:

- The Curve
- The transfer of services back in house from Cambridge Education
- Subsidiary Housing Companies

This resulted in findings that have been helpful to project managers implementing projects of a similar nature.

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

5.4.9 Background Papers: Email programme.managementoffice@slough.gov.uk for a copy of Gold Project Highlight reports for this reporting period.

6 **Comments of Other Committees**

The report will be considered by Cabinet at its meeting on 18th September 2017.

7 **Conclusion**

7.1. 45% of the selected performance indicators are achieving desired target results, with near-misses in the offer and take-up of Health Checks, overall crime rates, increasing the number of dwellings and affordable homes in the borough, and bus punctuality.

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

7.3. 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.

8 **Appendices Attached**

'A' - Corporate Balanced Scorecard, June 2017

9 **Background Papers**

Please email programme.managementoffice@slough.gov.uk for a copy of Project Highlight reports for this reporting period.