SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet   **DATE:** 19th March 2018

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WARD(S):   All

PORTFOLIO: Councillor Hussain, Lead Member for Transformation and Performance

PART I
NON-KEY DECISION

PERFORMANCE & PROJECTS REPORT: Q3 2017/18

1   Purpose of Report

• To provide Cabinet 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 27 projects on the portfolio, which are graded according to Project magnitude as Gold (6), High (18), Medium (1) or Low (2).

2   Recommendation(s)/Proposed Action

The Cabinet is requested to resolve 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 achieve 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 third report to Cabinet reporting 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 3 (2017-18) presentation of the Corporate Balanced Scorecard, relating to the period 1st October to 31st December 2017.

5.3.2 There are 18 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 3, an overview of the Council's performance was as follows:

Corporate Balanced Scorecard 2017-18

Close miss 27.8%
Under target 11.1%
RAG status unassigned 5.6%
On target 55.6%
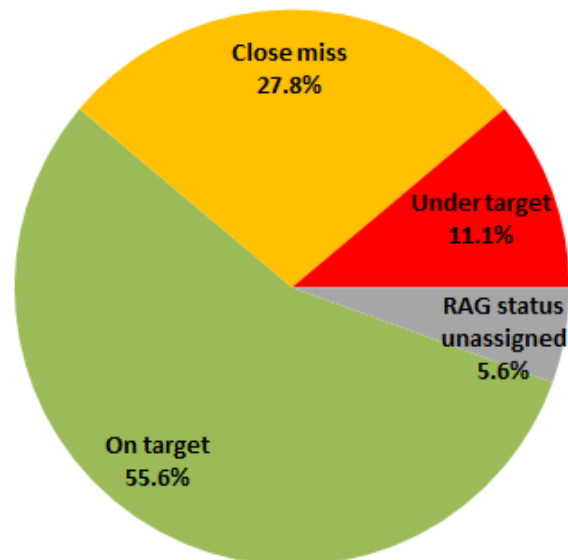
5.3.4 Of the 18 indicators reported, one (relating to child protection plans) currently has no agreed target.

5.3.5 Quarter 3 updates are not *yet* available for the following measures:

- 2.1 Smoking cessation services
- 2.3 Health checks
- 3.2 Crime rates

5.3.6 For the remaining 17 indicators with agreed target levels, in this period, 2 were rated as significantly under the desired performance level ('Red'), 5 were rated as 'Amber', signifying a near miss to desired performance level, and 10 were rated 'Green' as achieving or exceeding target performance.

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

5.3.8 Key areas of underlined noteworthy concerns flagged as **'Red'** status are limited to:

5.3.9 **Ref 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]
The 'excess weight' measure at the end of primary school is generated annually as part of a nationwide Child Measurement Programme. The latest Slough result for 2016/17 academic year (just released) has a higher proportion of children carrying 'excess weight' than the national and regional averages, and a further 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.

5.3.10 **Ref 5.3 Reduce journey time. Bus punctuality: Non-frequent bus services running on time**
Data is collated and reported annually by Department for Transport.

The latest reports shows a 4% reduction in punctuality in Slough between 2015/16 and 2016/17, with local punctuality for this year now below both the England value (82.7%) and South East value (82.8%). This places Slough in the bottom quartile nationally, ranked 65th out of the 76 LA's with data submitted.

Please refer to the Corporate Balanced Scorecard for fuller details of the initiatives in place to reduce journey times.

5.3.11 Key areas of performance deterioration are:

5.3.12 **Ref 5.1 Increase business rate in year collection rate (%)**
The collection rate at the end of December 2017 of 82.45% was 0.55% below the profiled target for this time in the financial year of 83.0% and 0.6% as to where we were this time last year. The RAG status has therefore slipped from '**Green**' to '**Amber**'.

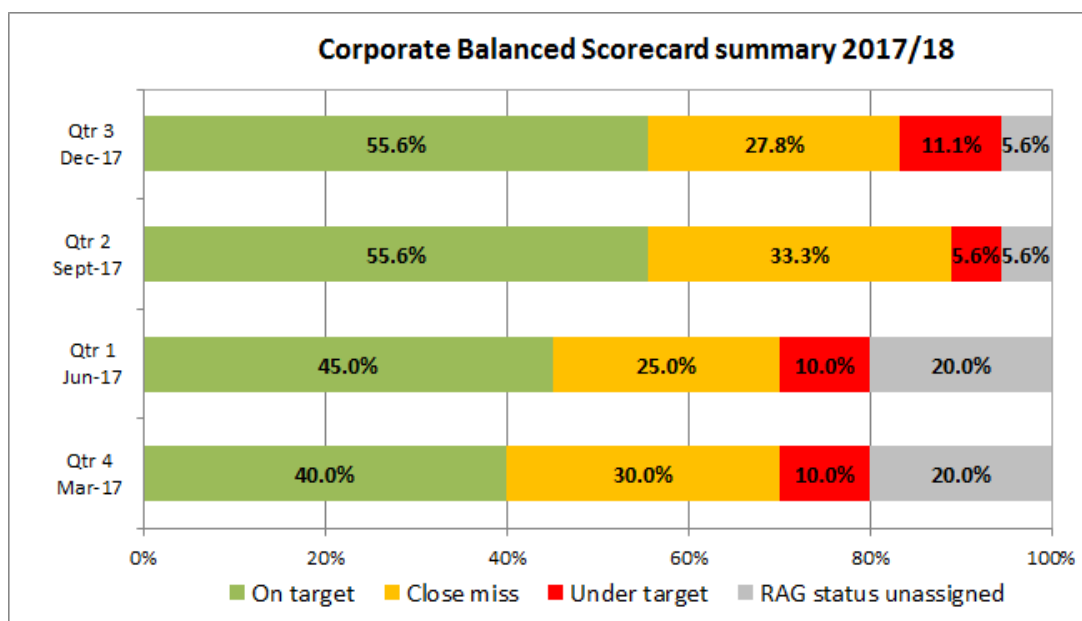5.3.13 **Ref 5.3 Reduce journey time. Bus punctuality: Non-frequent bus services running on time**
As discussed above.

5.3.14 Key areas of performance improvement are:

5.3.15 One indicator improved from Amber to Green status: ***Ref 4.2 Increase number of affordable homes delivered***, with 47 new affordable homes being completed during Quarter 3.

5.3.16 Comparison with previous quarter:

The bar chart below compares the proportion of indicators assigned each RAG status at quarterly intervals. With the one indicator on Bus Punctuality having slipped from Amber to Red status and that for in-year Council Tax collection having slipped from Green to Amber, but affordable homes delivery improving to Green status, overall performance this quarter is impacted as shown beneath.

Corporate Balanced Scorecard summary 2017/18

	On target	Close miss	Under target	RAG status unassigned
Qtr 3 Dec-17	55.6%	27.8%	11.1%	5.6%
Qtr 2 Sept-17	55.6%	33.3%	5.6%	5.6%
Qtr 1 Jun-17	45.0%	25.0%	10.0%	20.0%
Qtr 4 Mar-17	40.0%	30.0%	10.0%	20.0%

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 3, 27 projects were being undertaken, with 6 of these described as "Gold Projects" – those of greatest strategic importance to the Council, and a further 18 categorised as of "High" importance grade, 1 as "Medium" and 2 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
- Accommodation and Hubs

5.4.5 Gold Project Status at end of Q3 (December 2017) was as follows:

School Places Programme	Timeline	Budget	Risks & Issues	Overall Status
	Amber ⇔	**Amber** ⇔	**Red** ⇔	**Amber** ⇔
Adults Social Care Reform Programme	Timeline	Budget	Risks & Issues	Overall Status
	Amber ⇔	**Green** ⇔	**Red** ⇔	**Amber** ⇔
Enterprise Resource Planning (ERP)/ Agresso	Timeline	Budget	Risks & Issues	Overall Status
	Amber ⇩	**Green** ⇔	**Amber** ⇔	**Amber** ⇔
Accommodation and Hubs Strategy	Timeline	Budget	Risks & Issues	Overall Status
	Green ⇔	**Green** ⇔	**Green** ⇔	**Green** ⇔
Repairs, Maintenance and Investment (RMI) Contract	Timeline	Budget	Risks & Issues	Overall Status
	Green ⇔	**Green** ⇔	**Green** ⇧	**Green** ⇔
Environmental Services Contract Reprocurement	Timeline	Budget	Risks & Issues	Overall Status
	Green ⇔	**Green** ⇔	**Green** ⇧	**Green** ⇔

5.4.6   Highlights this quarter:

Project Progress (Gold Projects)

3 Projects   Progress

Environmental Services Contract Reprocurement Go Live - DSO
The new service went live on 1st December 2017. A successful launch event took place to welcome the workforce back into Slough Borough Council. A review of the project will take place in early 2018. The project aims to improve service at reduced cost

Repairs, Maintenance and Investment (RMI) Contract Go Live
The demobilisation of Interserve was completed on 30th November 2017 with the TUPE of 120 Interserve staff and SBC staff transferred on 30th November 2017 to support the new contract go live on 1st December 2017. A review of the project will take place in early 2018. The project benefits include:
- IT enabled, tenant focussed, cross tenure repairs and maintenance service with investment
- Strategic Partnership - active involvement in making decisions about the Council's housing stock
- Social Return on Investment

Agresso
The Agresso project team have reported that due to the progress made, a decision has been made to Go Live early with User Champions, Human Resources (HR) and Service Leads in February. User Champions & HR will therefore be trained in January\February 2018 to support the organisational roll out.

5.4.7   Key issues to be aware of:

3 Projects   School Places Programme
Options for the expansion of Arbour Vale and Haybrook schools are being investigated to meet demand for school places. The project manager is requesting a steer on how to proceed. This is being addressed by the Programme Board at this stage.

Adults Social Care Reform Programme
Risks and issues relate to a delay in the delivery of certain IT related elements within the programme, notably the Online Citizen Portal, implementation of mobile working and improvements to the management information system.

Slough Major Transport Schemes
The impact of the utility delays with the main contractor is being assessed. Some of the utility overspend and delay charges have been reduced through value engineering to make changes to designs to reduce the utility costs on the project. In addition the Council has de-scoped elements of contractor works with some work re assigned to the Councils Direct Services Organisation which will reduce delay charges to the project.

5.4.8   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 reviews for two projects and the Lessons Learned included:

Godolphin School Expansion
- It is useful to be less specific with construction solutions during the tender stage so all possible solutions can be considered and it reduces the risk of having to go out to tender multiple times.

Leisure Strategy – Neighbourhood Capital Development Scheme
- Procurement processes can extend the project timeline if the exercise has to be repeated due to the quality of tender submissions.
- Community consultation including design concepts works well
- Projects must ensure that revenue implications for ongoing maintenance of equipment are factored in at Business Case stage.

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

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

6   **Comments of Other Committees**

This report has been scrutinised by the 5 Year Plan Board, with suggestions for additions to next Quarter Report.

7   **Conclusion**
7.1. Over half (55.6%) of the selected performance indicators are now achieving desired target results, with current near-misses in health check uptake, overall crime rates, total increase in the number of dwellings in the borough, business and council tax collection rates.

7.2. 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 (if any)**

'A'   -   Corporate Balanced Scorecard, December 2017

9   **Background Papers**

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