

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 12th July 2018
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WARD(S): All

PART I **FOR COMMENT AND CONSIDERATION**

PERFORMANCE & PROJECTS REPORT: Q4 2017/18

1 Purpose of Report

To provide Members with the latest performance information for the 2017-18 financial year as measured by:

- The Corporate Balanced Scorecard indicators to date during 2017-18.
- An update on the progress of the 30 projects on the portfolio, which are graded according to Project magnitude as Gold (8), Silver (14) or Bronze (8).

2 Recommendation(s)/Proposed Action

Members are 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 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.

(a) Slough Joint Wellbeing Strategy Priorities

The report supports the Slough Joint Wellbeing Strategy by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and gold projects reporting. The supported priorities are as follows:

- Protecting vulnerable children
- Increasing life expectancy by fostering on inequalities

- Improving mental health and wellbeing
- Housing

(b) Five Year Plan Outcomes

The report supports each of the Five Year Plan outcomes by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and gold projects reporting. The outcomes are:

- Slough children will grow up to be happy, healthy and successful
- Our people will be healthier and manage their own care needs
- Slough will be an attractive place where people choose to live, work and stay
- Our residents will live in good quality homes
- Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

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 or other legal implications.

(d) Equalities Impact Assessment

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

5 Supporting Information

- 1.1. This is the quarter 4 report on the 2017-18 financial year in respect of the performance position of the Council. The report is the last to be made in this format:

both the content and format of future reports will be different, reflecting the recent revisions to the 5YP for 2018/19 onwards.

1.2. The report comprises two sections:

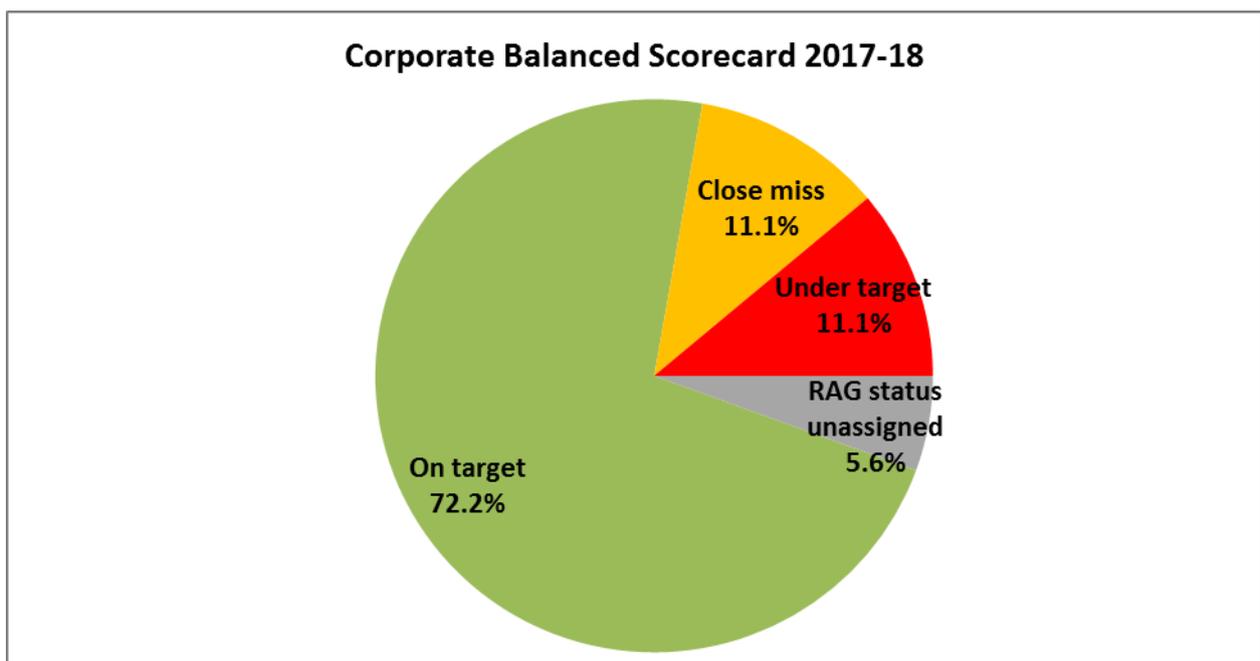
- The high-level performance indicators of the Corporate Balanced Scorecard;
- The summary of Highlight Reports from the Council's Project Management Office.

1.3. Corporate Balanced Scorecard

5.3.1 This is the quarter 4 (2017-18) presentation of the Corporate Balanced Scorecard, relating to the period 1st January to 31st March 2018.

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 4, an overview of the Council's performance was as follows:



5.3.4 Quarter 4 updates are not yet available for the following measures:

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

5.3.5 Of the 18 indicators reported, one (relating to child protection plans) has no agreed target value.

5.3.6 For the remaining 17 indicators with agreed target levels, in this period, two were rated as significantly under the desired performance level ('Red'), two were

rated as 'Amber', signifying a near miss to desired performance level, and thirteen 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 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 in 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**

[This was reported in the previous quarter]

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 There were no indicators this period that have deteriorated in comparison to the previous quarter.

5.3.13 Key areas of performance improvement are:

5.3.14 **Increase the percentage of the eligible population aged 40-74 offered an NHS Health Check**

The RAG status has improved from 'Amber' to 'Green'.

Health Check rates in Slough have increased from 13.01% from the end of Q2 to 17.85% at the end of Q3 and for the first time is marginally above the south east and national rates of 16.72% and 17.05% respectively.

This is due to the commissioning of a new cardiowellness4 Slough programme which was launched in January 2017.

5.3.15 **Increase in the number of dwellings in the borough**

The RAG status has improved from 'Amber' to 'Green'.

A total of 861 new dwellings were built in 2017/18 but 15 were lost through demolitions and changes of use. As a result net completions were 846. There are 865 new dwellings under construction as at 31/03/18.

This is 20% lower than average figure for the last 3 years. At the same date 1,140 homes with permission had not been started. But the number of planning permissions granted (taking account of overlapping permissions) during the year 17/18 is 30% higher than the average over the last three years.

5.3.16 Increase number of affordable homes delivered by SBC

The RAG status has improved from 'Amber' to 'Green'.

Delivery of new build dwellings is a priority for the council, but the number coming to fruition each year will vary.

2017/18 has seen 114 affordable homes delivered, with more developments underway and in the pipeline for delivery.

Planning Committee (September) agreed a change to SBC implementation of its Planning policy on Affordable Housing. The existing overarching policy of 30-40% affordable housing on sites of 15 homes or more still stands. The change will:

- Widen the range of affordable housing requested from developers of most major sites by introducing Slough Living Rent category in addition to social rent (now called Slough Affordable Rent).
- Seek a greater proportion of shared ownership housing.
- Provide an incentive for brownfield site developers to achieve a level of affordable housing not normally achieved before due to development viability issues. They can avoid the cost of conducting a full viability assessment if within 5% of the normal target.
- Incentivising developers to propose 15 to 24 home schemes instead of schemes just below the 15 home threshold i.e. the cliff edge is reduced in terms of financial contributions sought at 15 or more units and the scale of charges has been refined.

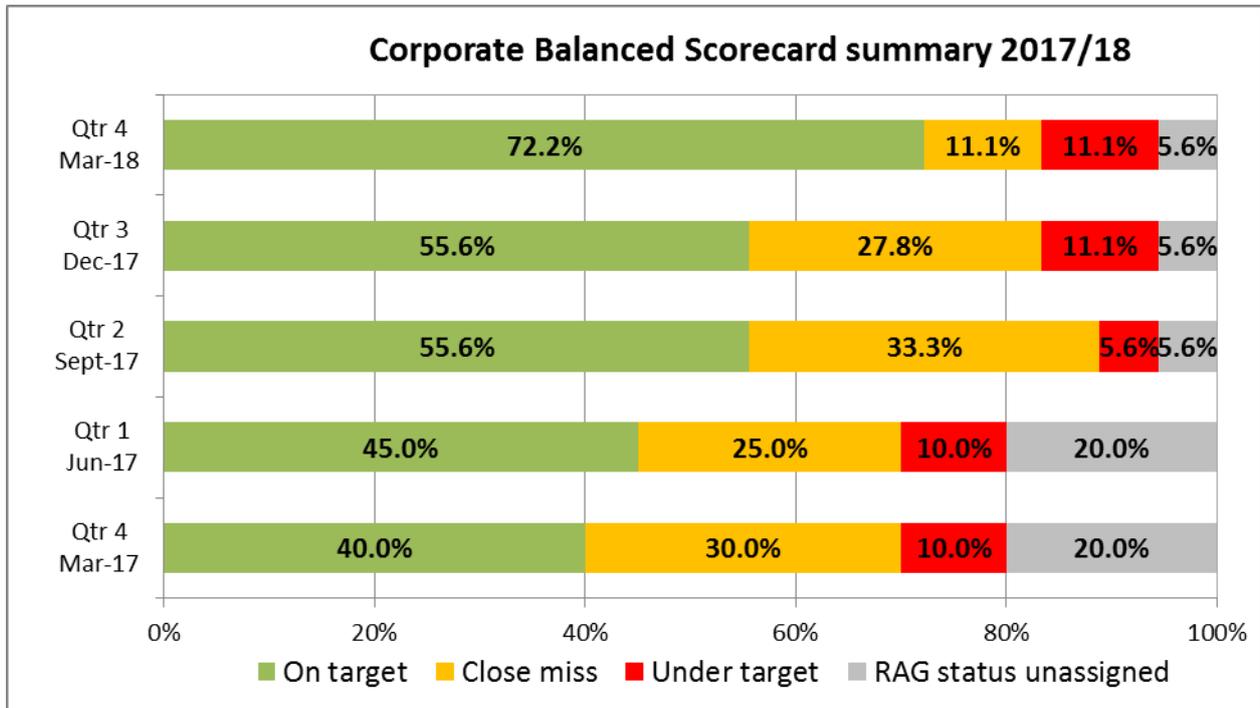
5.3.17 Increase business rate in year collection rate (%)

The RAG status has improved from 'Amber' to 'Green'.

The collection rate at the end of March 2018 was 0.63% above the target for the year and 0.13% above as to where we were this time last year.

5.3.18 Comparison with previous quarter:

The bar chart below compares the proportion of indicators assigned each RAG status at quarterly intervals. With the 4 indicators on Health Checks, Dwellings in the Borough, Affordable homes delivered by SBC and Business Rate collection rates having improved from Amber to Green status, overall performance this quarter has improved.



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 The project portfolio has been reviewed and projects have been graded as Gold, Silver and Bronze (instead of Gold, High, Medium and Low). All Directors and Service Leads have been consulted to ensure that the projects on the Portfolio represent key activity at the Council to deliver its strategic objectives including delivery of the Five Year plan.
- 5.4.3 The Project Portfolio supports the delivery of the Five Year Plan. During quarter 4, there were 30 projects on the portfolio, which are graded according to Project magnitude as Gold (8), Silver (14), or Bronze (8).
- 5.4.4 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. Copies of Gold Project Highlight reports for this reporting period are available by emailing programme.managementoffice@slough.gov.uk. Cabinet members may decide to further scrutinise particular projects using this Background Paper.
- 5.4.5 Project Progress (Gold Projects)

The Gold Projects are:

- Accommodation and Hubs
- Building Compliance
- General Data Protection Regulation (GDPR)
- Grove Academy
- Haybrook College
- Highways and Transport Programme

- Housing Strategy – Homelessness Reduction
- Leisure Capital Programme

5.4.6 Gold Project Status at end of Q4 (March 2018) was as follows:

| | | | | |
|---|------------|------------|----------------|----------------|
| Grove Academy | Timeline | Budget | Risks & Issues | Overall Status |
| | Green ↔ | Green ↔ | Red ↔ | Red ↔ |
| Haybrook College | Timeline | Budget | Risks & Issues | Overall Status |
| | Green ↔ | Red ↓ | Green ↔ | Red ↓ |
| Leisure Capital Programme | Timeline | Budget | Risks & Issues | Overall Status |
| | Green ↔ | Green ↔ | Green ↔ | Green ↔ |
| Housing Strategy: Homelessness Reduction | Timeline | Budget | Risks & Issues | Overall Status |
| | Green ↔ | Green ↔ | Amber ↔ | Green ↑ |
| Customer: Accommodation and Hubs | Timeline | Budget | Risks & Issues | Overall Status |
| | Green ↔ | Green ↔ | Green ↔ | Green ↔ |
| Highways and Transport Programme | Timeline | Budget | Risks & Issues | Overall Status |
| | Green ↔ | Amber ↔ | Amber ↔ | Amber ↔ |
| General Data Protection Regulation (GDPR) | Timeline | Budget | Risks & Issues | Overall Status |
| | Green ↔ | Amber ↔ | Amber ↔ | Amber ↔ |
| Building Compliance | Timeline | Budget | Risks & Issues | Overall Status |
| | Green ↔ | Green ↔ | Green ↔ | Green ↔ |

5.4.7 Highlights this quarter:

Project Progress (Gold Projects)

3 Projects Progress

Grove Academy

The Grove Academy project board has been established to provide the project with appropriate structure and governance. Work is being progressed to develop the programme.

Ice Arena

The Ice Arena project continued to report progress made in readiness for the official opening on the 28 April. Council staff were provided an opportunity to experience the new facility on Friday 13 April.

General Data Protection Regulation

The EU's General Data Protection Regulation (GDPR) will apply from 25 May 2018, which as a result requires the council to take a risk-based approach to data protection; ensuring appropriate policies and procedures are in place to deal with the transparency, accountability

and individuals' rights provisions, as well as building a workplace culture of data privacy and security.

5.4.8 Key issues to be aware of:

1 Project Resources

Homelessness Reduction

The project is considering how the frontline will deliver the service and implement the duties handed down by central government under the new homelessness reduction legislation.

1 Project Timescales

Haybrook College Expansion Project

There is a risk to the delivery timeline, this is being mitigated by ensuring that the projects agreed are started on time with the possible risk that this provides some overprovision.

5.4.9 Key lessons from projects reviewed this quarter:

5.4.10 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 four projects and the Lessons Learned included:

5.4.11 Baylis Court Modernisation

There are opportunities to maximise benefits if programmes are linked together and works combined.

5.4.12 Relocation of Older People's day services

The Windmill Resource Centre is a well located and accessible building. It is a resource well utilised by the community.

5.4.13 Kennedy Park

This project used section 106 and developer contributions. It used design processes to achieve the best potential in terms of aesthetics and functionality. The project learned that maintaining positive contractor client relationships contributed to a successful project.

5.4.14 Crematorium refurbishment

This project recommended that there is a long term plan for the cemetery/ crematorium that is reviewed on a regular basis. The project proactively communicated the upgrade of facilities to customers.

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

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

6 Comments of Other Committees

Cabinet considered details of the report at its meeting on 18th June 2018.

7 Conclusion

- 1.4. 2017/18 saw a significant performance improvement in delivering against the council's priority issues.
- 1.5. Almost three quarters (72.2%) of the selected performance indicators are now achieving desired target results, with current near-misses in overall crime rates and council tax collection rates.
- 1.6. 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, March 2018

9 **Background Papers**

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