Cabinet – 22 April 2009

Corporate project management – strategic project monitoring

Portfolio: Councillor Arif, Procurement, Transformation & Performance Management

Service: Performance Management

Wards: All

Key decision: No

Forward plan: No

1.   Summary of report

This report presents a quarterly review and update of the strategic project register **(Appendix 1)**. It outlines actions taken since the last report and details any strategic projects with a red/amber RAG status for which corrective action is needed. It also outlines the progress on the implementation of the programme and project management software system which will allow colleagues to manage programmes and projects electronically. The system allows real time reporting and monitoring of all projects/programmes managed across the council.

2.   Recommendations

(1)   That Cabinet members continue to work with relevant executive directors to implement any necessary corrective action to ensure successful delivery of strategic projects.

(2)   That Cabinet continues to endorse the use of the council's programme and project management methodologies and practices, requiring that they are applied without exception.

3. Background information

3.1   Strategic Project Register

The strategic project management report and strategic project register were considered by the Corporate Management Team (CMT) on 12 March 2009 where CMT noted the current monitoring of strategic projects which showed a RAG status of 6% red, 30% amber and 64% green. The report also included an update of the

gap analysis produced to address any missing information from the register and an update on the implementation of the project management software solution phase 2 developments.

Projects which are red are deemed to be off target and at risk; projects which have an amber rating are deemed to be slightly off target / or not on target but entirely recoverable. There are currently 2 projects on the register with a red status and 10 which are amber. The number of projects which are given a red status has decreased from 3 to 2 and amber ratings have decreased from 11 to 10 since the last report. The red and amber status projects are detailed below:

Status	Project No.	Project title
Red	R-WTCW-08-0002	Temporary relocation of Walsall market
Red	R-ECON-06-0002	Think Walsall
Amber	C-DIRE-07-0001	Pay and Grading Review
Amber	N-BEET-02-0002	Walsall Town Centre Transport Plan (TCTP)
Amber	N-BEET-05-0003	Highways Maintenance Procurement Strategy
Amber	N-BEET-05-0009	Decriminalisation of Parking
Amber	N-BEEP-04-0002	Business Continuity Planning
Amber	N-PART-08-0001	Transfer of Community Buildings
Amber	S-DIRE-07-0001	Residential and Nursing Care Procurement [ASCAP 7]
Amber	CYP-CHSV-06-0008	C4C LAC Reduction Project
Amber	R-ECON-08-0002	Sustainable Urban Development (SUD) Programme
Amber	C-TRAN-06-0002	Transformation Programme: Improving the customer experience theme – Corporate Contact Centre Project

Cabinet members are asked to continue to work with the executive director assigned responsibility for the delivery of these projects to ensure that corrective action has been identified and is being undertaken.

3.2 **Programme and Project Management Software Implementation**

Further improvements have been made to the software that supports the programme and project management system. These include;

- Directorate homepage modifications
- Open/closed project storage and reporting modifications
- Corporate project register report modifications
- Navigational improvements
- Template folder storage improvements

4. **Resource considerations**

4.1 **Financial**

Compliance by officers with the Walsall Project Approach (WPA) ensures that all projects are undertaken within relevant legislation, corporate policies and guidelines (e.g. financial and contract procedure rules), approved budgets and that proper authorisation is sought from the appropriate champion to start a project when all elements are in place. This should guarantee that no project starts without proper authorisation and approved funding. Any changes (e.g. increase in funding) will require prior approval and where the project is for a specified time period a proper exit strategy is agreed.

There are associated costs with the development of the software system. A sum of £50,000 was approved in the 2008/09 budget to accommodate these costs. Due to supplier capacity issues and the tight deadline to deliver enhancements to the system before the end of the financial year 2008/09 the phase 2 enhancements have been refined and only £9,839 has been spent as of the end of February 2009, there will be no further spend for the remainder of 2008/2009. A £40,000 carry forward request has been submitted for 2009/2010 to further enhance the system to meet the needs of the council.

4.2 **Legal**

A robust strategic project management process represents an important element of corporate governance and provides a mechanism with which to manage both operational and legal risk.

4.3 **Staffing** - None related to this report

5. **Citizen impact**

Any project should be undertaken with the purpose of providing a better service and/or environment for the people of Walsall. The delivery of such projects on time and to budget should have the impact of improving the quality of life for all those who live, do business or work in Walsall.

6. **Community safety**

The delivery of projects relating to community safety on time and to budget will ensure the safety and well being of all who use Walsall and assist in achieving the council's vision.

7. Environmental impact

The project register contains a wide variety of projects from the building of a new school and highways maintenance to the transformation programme all of which have an impact on the wider environment in which people live and work. The WPA has been reviewed to ensure that the wider environmental, social and economic impact is assessed during the feasibility stage of any major programme/project.

8. Performance & risk management issues

8.1 **Risk Management**

The risks to the organisation of not having a robust approach to project management would be serious and far reaching especially in relation to large projects, which would compromise improvement and investment agendas. Some of the potential consequences are detailed below:

- Funding pressures due to potential grant loss rephasing.
- Compromised ability to access and deliver on vital programmes and projects.
- Reduced certainty that funding will be available.
- Lack of comprehensive corporate awareness of current status on programmes and projects.
- Reputational risk.
- Further impact on CPA / Comprehensive Area Assessment (CAA) scores.

8.2 **Performance Management**

The council received a score of 3 for Value for Money (VFM) element of use of resources in 2006 and 2007 recognising the strengths in this area and demonstrates continued progress in embedding a corporate approach to project management. The council's use of resources score for 2007/2008 is 3 out of a possible 4.

The changes to the Use Of Resources (UOR) key lines of enquiry (KLOE) for 2008 have been strengthened by the inclusion of references to the outcomes of a well managed capital programme i.e. projects are completed on time, to budget and delivers outcomes which are fit for purpose (and for level 4 – transform services for users and citizens). This reinforces the need for a robust programme and project management methodology and practices. These continue to be updated and improved and have been enhanced by the programme and project management software system.

Use of resources 2009 and CAA

With the move from CPA to Corporate Area Assessment (CAA) in 2009 greater emphasis will be placed on effective programme and project management. Under the new proposals the use of resources judgements will continue, but their scope will be widened in the new CAA framework to cover issues such as commissioning,

procurement, people and information technology, performance in delivering increased efficiencies, and the sustainable use of resources all of which are key components of programme/project management. Instead of a separate judgement, the value for money element will be embedded throughout the KLOE with particular emphasis on the value for money outcomes being achieved. A robust programme and project management methodology which embraces all of these elements should ensure all programme and projects are delivered on time, within budget and enhance the delivery of the service to which it is attached.

Further enhancements to the system will enable the council to demonstrate how perceived benefits captured at the commencement of a programme/project and the actual outcome/benefits of the programme/project once delivered have been realised. This will demonstrate how programmes/projects have been delivered and that the benefits realised satisfy the requirement under the outcome focused CAA. This will show that the programme/project has delivered the perceived objectives to users of council services.

9.   Equality implications

Within the WPA methodology, equality issues are identified at an early stage and, where appropriate, it is recommended that an equality impact assessment is undertaken and used to inform the progress of the project.

10.   Consultation

Directorates have been consulted regarding the development and implementation of WPA as have key internal stakeholders regarding the project software solution and have provided the information contained within the project register.

Background papers
CMT Performance Board report – 12 March 2009

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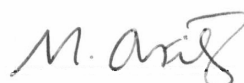Chris Davies – Project Office Support Officer
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Rory Borealis   **Cllr Arif**
Executive Director (Resources)   **Portfolio Holder**

7 April 2009   **7 April 2009**

Walsall Council — Project Register

C M T	Project Number	Title of Project / Scheme	Short Description	Status	Priority	Pledge	Portfolio Holder	Project Champion	Project Manager	Delivery Start Date	Delivery Completion Date	Delivery on target (R/A/G)	Capital Budget on target (R/A/G)	Revenue Budget on target (R/A/G)	Overall (R/A/G)	Ω	ʊ	Date Risk Management Plan Last Updated	Date of last formal project review	Current Position
Neighbourhood (Jamie Morris)																				
Yes	C-DIRE-07-0001	Pay and Grading Review	Pay and Grading Review	Delivery	1	10	Cllr Griffiths	Jamie Morris	Julie Black	01 January 2007	01 October 2009	G	N/A	A	A			28 October 2008	02 February 2009	**02.03.09** Joint working progressing well. Recruited 1 F/T Panel Chair & 1 F/T Analyst on 3 month fixed term contracts, facilitating the review of 120 JEs/week. Pay & Grading Workstream Leads & Finance colleague received pay modelling training - overview of system due to be presented at March Steering Group and JNCC. Work is progressing on Part 3 Terms & Conditions and progress due to be reported to March Steering Group & JNCC. Joint review of Sample JEs progressing well. Job Groups for School Support Staff are currently with Serco and TUs for approval - letters should go out w/c 02.03.09 & briefings commence 09.03.09. A series of Pay & Grading briefings with easy read and interpreter have been set up throughout the month of March. Some slippage relating to identification of backfill postholders for Leavers & new posts, as well as School Support Staff - not anticipating this to affect the overall project task end dates.
Built Environment Street Pride (Mark Holden)																				
Yes	N-BESP-08-0002	New Recycling and Waste Collection Service	Implement changes to existing recycling and waste collection service	Delivery	2	10	Cllr Walker	Keith Stone	Dave Roberts	01 April 2008	31 March 2009	G	N/A	G	G			30 January 2009	20 January 2009	**February 2009.** 2nd phase bin distribution complete and collections to commence 2.3.09.
Built Environment Engineering & Transportation (Steve Pretty)																				
Yes	N-BEET-02-0002	Walsall TCTP.	Walsall TCTP. Improvements to part of Ring Road	Delivery	1	2.2.3	Cllr Harris	Steve Pretty	Richard Sheldon	01 December 2002	Mid April 09	G	A	N/A	A			Monthly progress reporting CEPOG P&T sub committee. 07/01/09	05 February 2009	**Dec 08 update:** Dft advised on 22/12/08 that minister decision expected w/c 5 or 12/01/09 ref: finances. Updated briefing to leader prepared 18/12/08, project board mtg and site visit 07/01/09. Question to council ref: programme 12/01/09. **Jan 09 update:** Briefing prepared for Cllr Oliver 30/01/09 & Briefing to Cllr O'Hare, Cllr Andrew & Cllr Harris. Reporting to CMT on 05/02/09 on project, Dft approved increased grant for Walsall. **Feb 09 update:** Capital programme been amended to take account of TCTP settlement, progress mtg held 19/02/09, MPMR sent to West Mids 27/02/09. Question to Council 23/02/09 re: Completion date. Littleton Street west bound open to two lanes, two weeks early remainder of project excluding Pleck Rd junction to achieve practical completion w/c 10/03/09.
Yes	N-BEET-05-0003	Highways Maintenance Procurement Strategy	Development and consideration of improvements to the procurement and delivery of highways maintenance services	Delivery	1	2.2.1	Cllr Harris	Keith Stone	Steve Pretty	01 May 2005	06 April 2009	A	N/A	A	A			12 January 2009	12 January 2009	**Dec 08 update:** Board mtg held 05/12/08, Cabinet 17/12/08 for approval to award contract to Tarmac subject to outstanding conditions. Ongoing mtgs with union and non-union staff presenting some problems, communications with staff via newsletter & mtgs ongoing. All docs submitted for ABS for admition to Local Gov Pension Scheme. **Jan 09 update:** On target to achieve date. Letter of intent sent to Tarmac 03/02/09, final draft SLA for fleet & final draft of lease to legal for signing end March 09. Ongoing liaison with Tarmac, training workshop held 29/01/09. **Feb 09 update:** Commencement date 01/04/09, SLA fleet & depot lease complete and with Legal Services. Pension details to be finalised 04/03/09 future short term programme agreed with Tarmac process mapping on going.
Yes	N-BEET-05-0009	Decriminalisation of Parking	Decriminalisation of Parking	Delivery	1		Cllr Harris	Glyn Oliver	Paul Leighton	01 April 2007	06 April 2009	G	G	A	A			18 December 2008	18 December 2008	**Dec 08 update:** Executive Director wrote to Dft endeavouring to obtain earlier CPE implementation date that offered of April 2009. ongoing financial implications, draft order, plan schedule all submitted to Dft by 06/01/09 deadline, briefing note to all members 18/12/08. **Jan 09 update:** Ongoing discussions with Dft to bring forward implementation date but current completion date is 06 April 09. **Feb 09 update:** Confirmation from Dft that commencement date is 01/04/09.
Built Environment Public Protection (Judith Sunley)																				
Yes	N-BEPP-04-0002	Business Continuity Planning	Production and embedding of business continuity plans and processes for all council services as required by Civil Contingencies legislation	Delivery	1	3	Cllr Walker	Alan Boyd	Nicky Devey	01 December 2004	28 February 2009	A	N/A	G	A			01 October 2008	26 January 2009	**January 09 Update:** I am expecting the project to come to an end in the next month with only a few plans (7 left) and all are being worked on. The RED status of the project is a matter for ICT and their Disaster Recovery plans out of my control and the scope of the project. **February 2009 update:** The project is now AMBER and not RED as a result of a discussion at CMT. The AMBER rating is out of my control and concerns a Disaster Recovery Site which is outside the scope of the project but considered to need reflecting in the rating.
Partnerships (Julie Gethin)																				

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Yes	N-PART-05-0001	ESF co-financing	Implementation of Co-Finance Plan focusing on key skills development, employment opportunities and removing barriers to employment and learning for targeted groups and communities - lone parents, people with disabilities, ethnic minorities, young people	Delivery	1	2.8.2	Cllr Andrew	Julie Gethin	Steve Morris	01 July 2005	30 June 2009	G	N/A	G	G		01 November 2008	03 March 2009	**Feb 09:** EPT made substantial progress towards closure of Co-financing prog over past month, however the Euro progs continue to be an area of concern. GOWM extended deadline for submission of completed (PCRs) to 06/0309. GOWM handed five PCRs in mtg, exc funding cert's. 4 reports in advanced stages of prep, submitted by 06/03/09. A period of negotiation & iteration before ESF action plan & Co-Financing Plan can be closed. Article 10 team reports on Co-Financing Plan & 2000-04 prog's released in draft. Prog team expecting report on ESF element of the 'Community Regen in Walsall' Action Plan – reports will have bearing on final payment to Walsall MBC, or amount of clawback, depending on Dossier. Prog Team trying to minimise any potential clawback from the Council, however too early to say what final outcome will be. A particular difficulty fitting 'block match' elements of the prog into the PCR's. GOWM hopeful entire prog for the WM closed by 31/03/09, depending on outcome of inspections, & wont preclude involvement from national audit team or the European Court of Auditors.
Yes	N-PART-07-0002	LAA Safer and Stronger Communities Pillar	Delivery of safer and stronger communities targets and utilisation of all LAA funding.	Delivery	1	1,3,9	Cllr Perry	Jamie Morris	Julie Gethin	01 April 2007	31 March 2009	G	N/A	G	G		06 November 2009	03 March 2009	**28.2.09 –** the PEG has now been replaced by the Safer Walsall Executive Group with effect from 1 February 2009. A project closure report will be completed for this element. Responsibility for the new Executive Group rests within the Built Environment. The Group is chaired by Keith Stone, Assistant Director.
Yes	N-PART-08-0001	Transfer of Community Buildings	Establish leases for community associations and neighbourhood resource centres	Delivery	1	1, 2, 3, 6, 7, 9, 10	Cllr Perry	Jamie Morris	Julie Gethin	01 April 2008	30 April 2009	A	N/A	N/A	A		30 September 2008	03 March 2009	**03.03.09** Issue of resources to undertake priority condition surveys still not resolved. Project unable to proceed until issue resolved.
Libraries & Heritage (Sue Grainger)																			
Yes	N-LIBH-06-0003	Library Modernisation Plan	4 year modernisation programme delivering 3 new library buildings and improvements to other library buildings, facilities and services.	Delivery	1	7, 11	Cllr Harrison	Sue Grainger	Chris Cordes	01 April 2006	31 January 2010	G	G	G	G		30 October 2008	04 March 2009	**Februray 2009** Building work to Pleck and Streetly Libraries completed Feb 2009. Confirmed that funding will not be available beyond March 2009. Remaining libraries to be given "light touch" enhancement in line with time span available.
Walsall Partnerships (Clive Wright)																			
Yes	N-WPAR-08-0002	Target Action Planning	The delivery mechanism of the Local Area Agreement. Approved by CMT. Concentration on Area Based Grant.	Delivery	1	All	Cllr O'Hare	Tim Ferguson	Jo Lowndes	01 April 2008	31 March 2010	G	N/A	G	G	🎧	To be produced	03 March 2009	**Feb 09. Completed:** NI8 % of Adults Participating in Sport, NI116 Child Poverty–inc in Skills, Enterprise & Worklessness TAP pro formas, NI117 NEET, NI152 People on Out-of-Work Benefits (3 elements to be finalised), NI156 Obesity in Children (awaiting signature), NI163 NVQ2, NI172 No of VAT Registered, Businesses (Enterprise) , NI187 Fuel Poverty, NI188 Adapting to Climate Change, NI186 CO2 Emissions. **Outstanding:** NI1/NI4 Community Cohesion Indicators TAP completed for this financial year, needs extending, awaiting outcome of LNP consultation, NI112 Teenage Conceptions awaiting agreement for target to move to Children's, NI120 All Age/All Cause Mortality mtg held, NI136 People Supported to Live Independently Date of workshop tbc, NI191 Residual Household Waste discussion held with lead officer, NI198 Date of workshop tbc, Various All CYP targets Initial discussion with prog lead held. **Workshops scheduled:** NI7 w/c 23.02.09, NI17 04.02.09, NI136 26.02.09. Workshop held & TAP Pro Forma being developed, NI5, NI19, NI130, NI141 % of Vulnerable Adults/ Independent Living, Local Domestic Violence.
Social Care & Inclusion (David Martin)																			
Adult Services (Margaret Willcox)																			
Yes	S-ADSV-06-0004	Social Care and Inclusion - Adults Programme [hereafter ASCAP]	This programme theme group contains a range of projects that focus upon service specific improvements that are identified and owned through the Directorate plans.	Delivery	1	2,3,5,6,7,9, 10	Cllr McCracken	Dave Martin	Margaret Willcox	01 September 2007	31 March 2009	G	N/A	N/A	G		27 March 2008	12 December 2008	**Feb 09:** 2007/08 performance year action plan now migrated into 2008/09 action plan following receipt of 2008 Performance Assessment from CSCI. People First programme being treated separately. Report to Cabinet 18 March to note the production of an action plan that sets out further improvements to adults social care services in 2009.
Yes	S-ADSV-07-0001	Reprovision of Hollybank House [ASCAP 3]	Modernise residential provision for younger adults with physical disabilities to focus on short breaks and rehabilitation	**ON HOLD**	1		Cllr McCracken	John Greensill	Tony Barnett	01 December 2007	TBC	G			G		To be produced	12 February 2009	**Jan 09:** Project is **ON HOLD** pending decision from strategic managers from NHS, Social Care & Inclusion and commissioning managers. The workshop will enable service transformation from a whole systems approach linking reablement and rehabilitation. Workshop may be put on hold until February 09 depending on senior management meetings scheduled w/c 19/01/09. **FEB 09 -** Project still **ON HOLD**, Project Manager presented completed brief to Senior Management on the 12th February and has since left the employment of Walsall. Currently awaiting a response from Margaret Wilcox/tPCT as to the next stages
Yes	S-DIRE-07-0001	Residential and Nursing Care Procurement [ASCAP 7]	New contracts for care home and nursing home placements for adults and older people	Delivery	2	3,5,7,9	Cllr McCracken	Margaret Willcox	Andrew Flood	01 October 2007	31 March 2009	A	G	G	A	☋	02 March 2009	24 February 2009	**Feb 09:** Minor slippage of overall programme of up to 3 weeks due to extended return date for tenders. Report submitted to Scrutiny on 12 February as Gateway review stage 2 report. Cabinet reports now programmed for 22 April and 17 June (provisional). Risks reviewed at project board meeting on 24 February.
Yes	PEFP	People First Programme	links to 07-0005 and several ASCAP projects and is a critical component of service improvement.	Initiation	1	5,7,9,10	Cllr McCracken	Margaret Willcox	Elaine Carolan	01 February 2008	30 September 2009	G			G		02 February 2009	18 February 2009	**Feb 09:** Programme board chaired by ED SC&I in place for governance and monitoring of programme delivery, and management of risk. Phasing of programme delivery with first key milestone of 31 March 2009 being undertaken. Further support being provided by CSED consultants. Additional resources input to access & response service project through CSED consultant to ensure firmer co-ordination and overall project management.
Housing Service (Sue Byard)																			

C M T	Project Number	Title of Project / Scheme	Short Description	Status	Priority	Pledge	Portfolio Holder	Project Champion	Project Manager	Delivery		Delivery on target (R/A/G)	Capital Budget on target (R/A/G)	Revenue Budget on target (R/A/G)	Overall (R/A/G)	☺ ☹	Date Risk Management Plan Last Updated	Date of last formal project review	Current Position
										Start Date	Completion Date								
Yes	S-HOUS-07-0001	Supporting People Service - improvement towards excellence plan	Action plan following inspection of Supporting People service	Delivery	1	1,2,3,4,5,6,7,8,9	Cllr McCracken	Sue Byard	Tracy Simcox	01 November 2007	30 September 2008	G		G	G		22 August 2008	27 February 2009	**Dec 08:** Self Assessment completed and reflects actions and activities in Imp towards Ex plan and submitted 19.12.08. Plan reviewed only 7 remaining acitons to be completed - these are slippages to be completed outside of project . Lessons Learned Report and End Project Report to be completed. **Jan 09:** EPR being completed. **Feb 09:** EPR completed and with Project Sponsor for consideration/approval
Yes	S-HOUS-08-0001	Supporting People Inspection 2009	Preparation and execution of the 2009 Supporting People Inspection	Start up	1	1,2,3,4,5,6,7,8,9	Cllr McCracken	Sue Byard	Tracy Simcox	01 August 2008	31 March 2009	G			G		31 December 2008	27 February 2009	**February 2009** Inspection took place 23/02/09 - 27/02/09. Draft report due w/c 31/03/09. Roundtable meeting with Audit Commission scheduled for 22/04/09.

Children and Young Persons (Pauline Pilkington)

Children's Services (Louise Hughes)

C M T	Project Number	Title of Project / Scheme	Short Description	Status	Priority	Pledge	Portfolio Holder	Project Champion	Project Manager	Start Date	Completion Date	Delivery on target	Capital Budget on target	Revenue Budget on target	Overall		Date Risk Management Plan Last Updated	Date of last formal project review	Current Position
Yes	CYP-CHSV-06-0008	C4C LAC Reduction Project	To reduce LAC numbers to achieve CYPP targets and costs so that LAC numbers remain constant or decline as set in targets	Delivery	1	3,5	Cllr Ali	Darrell Harman	David Bovell	01 December 2007	01 December 2008	A	N/A	N/A	A		07 January 2009	07 January 2009	**January 09**; Looked After Children Panel fully operational meeting on two weekly basis reviewing admissions and discharge trend data. Key analysis is made of data to examine activity against available startegic choices. The focus of attention remains on cohorts of children identified across Looked After Children, permancy support and prevention (Inc Multi agency support)
Yes	CYPCHSV080005	Reducing Child Poverty Strategy	Devising and implementing a borough wide strategy to reduce child poverty.	Delivery	1		Cllr Ali	Darrell Harmar	Bruce M Kirk	01 August 2008	06 May 2011	G	N/A	N/A	G		28 January 2009	28 January 2009	**February 2009:** We have been informed that our pilot bid was unsuccessful. In view of the delayed response and the fact that available Children's Fund finance is less than was anticpated, steps are now being explored to grant aid a local organisation delivering similar outcomes in similar areas.

Regeneration (Tim Johnson)

Walsall Town Centre/WRC

C M T	Project Number	Title of Project / Scheme	Short Description	Status	Priority	Pledge	Portfolio Holder	Project Champion	Project Manager	Start Date	Completion Date	Delivery on target	Capital Budget on target	Revenue Budget on target	Overall		Date Risk Management Plan Last Updated	Date of last formal project review	Current Position
Yes	R-PHYS-05-0014	Walsall Waterfront.	The securing of planning consents for the possible William House and Stafford sites, design of the Urban Splash phase 2 and Lex sites, as well as a full consideration of the possible relocation of the libarary and other town centre leisure services to Waterfront.	Delivery	1		Cllr Andrew	Mike Tichford	Paul Nicholson	01 January 2003	31 March 2010	G	N/A	N/A	G		04 February 2009	04 February 2009	**Jan09 Update:** Urban Splash gap funding app approved by AWM, planning app granted. Skate park demolished. Relocation of Boxing Club being pursued with NDC & partners as part of Green Rivers project, consultants produced preferred option & Fastrack bid to Myplace approved. In the interim, lease agreed to retain on site until March 2011. Disposal of Council land completed. Application for hotel as part of Waterfront north development approved in Jan 09. **Next Steps:** Consider future development options for wider leisure opportunities, inc the Council's own service provision. Continue working with Urban Splash on combined public realm issues, canal bridges, CHP & urban sculpture park. Despite current economic situation, it is anticipated that the hotel development, granted planning consent in Jan 09, south landscaping scheme & refurbishment of the Wharfingers Cottage will commence in spring 09. The development of other elements of Waterfront north anticipated to commence in late 09. continuing working with Jessup Developments on the Waterfront south scheme, in particular on the appointment of an RSL partner.
Yes	R-WTCW-08-0001	St Matthew's Quarter	To secure planning consents and development agreements to deliver the redevelopment of the St Matthew's Quarter.	Delivery	1	8	Cllr Adrian Andrew	Paul Nicholson	Richard Chadwick	02 January 2008	31 December 2009	G			G		19 November 2008	24 February 2009	**Feb 09 Update: C**ontinuing towards Heads of Terms for disposal of Council land & development agreement with landowners/developers for land to the south of Digbeth will be considered by Cabinet in mid 09. work been undertaken on proposed scheme for Old Square Shopping Centre. Progress with both proposals are dependent upon the relocation of the market. Master planners Leslie Jones appointed by N&P for proposals on land to the south of Digbeth & provided images for Goldmine project as a part of the MyPlace bid. Design brief prepared by Council to inform master planning process. **Next steps:** Planning permission for temp relocation of market to the Bridge revoked following threat of judicial review by Threadneedle, & Council currently considering options for the future of market. MyPlace bid will now be considered as a part of mainstream bidding process, due for consideration in the new year, whilst a planning application for the Goldmine project submitted in late Jan 09. A planning application from Norton & Profitt is currently expected in mid 2009, subject to achieving pre-lets.
Yes	R-WTCW-08-0002	Temporary Relocation of Walsall Market	The main objective of this project is to move the Walsall Market and it operating successfully in its new location on and around Civic Square by the deadline of 30th September 2008.	Delivery	1		Cllr Andrew	Paul Nicholson	Jo Nugent	20 June 2008	31 January 2009	R	R	N/A	R		05 January 2009	19 December 2008	**18/02:** Still await feedback from the Regeneration Performance Board on the PHR completed in Jan 09 outlining whether the project should be extended or indeed closed. **Next Steps:** Complete approriate project management documents to refelect the Performance Board's/ Portfolio Holder's decision as to whether the project can now be closed.

Economic Regeneration

C M T	Project Number	Title of Project / Scheme	Short Description	Status	Priority	Pledge	Portfolio Holder	Project Champion	Project Manager	Start Date	Completion Date	Delivery on target	Capital Budget on target	Revenue Budget on target	Overall		Date Risk Management Plan Last Updated	Date of last formal project review	Current Position
Yes	R-ECON-06-0002	Think Walsall	Project to develop a Walsall Sustainability standard and a toolkit to implement it.	Delivery	1	2.8	Cllr Andrew	Mark Lavender	Louise Powell	4th September 2006	31 December 2009	R	N/A	R	R		18th November 2008	18 February 2009	**Feb 09 -** Although much work has been done in relation to its design, the Think Walsall Project has stalled during much of 2008/09 due to the lack of financial resources available to take it to its next stage of development, implementation. We have now secured the required support from the Working Neighbourhoods Fund (WNF) to facilitate this progression and will be bringing a CMT report to a future meeting setting out the options for its development / ownership and Implementation from the 1st April 2009.

CMT	Project Number	Title of Project / Scheme	Short Description	Status	Priority	Pledge	Portfolio Holder	Project Champion	Project Manager	Start Date	Completion Date	Delivery on target (R/A/G)	Budget on target (R/A/G)	Budget on target (R/A/G)	Overall (R/A/G)	☊ ☋	Date Risk Management Plan Last Updated	Date of last formal project review	Current Position
Yes	R-ECON-08-0002	Sustainable Urban Development (SUD) Programme	The SUD Package is AWM's chosen route through which it will allocate its £12million of ERDF resources against projects / initiatives throughout the North Black Country. The Package plan will set the context through which this will be achieved, delivered by Walsall and Wolverhampton Councils working together with a range of partners.	Initiation	1	2.8	Cllr Andrew	Mark Lavender	Louise Powell	20 June 2008	31 December 2013	A	tbc	tbc	A		18 November 2008	18 February 2009	**February 09- Update -** The SUD Package Plan and management plan have now been approved. Partners now working to submitt proposals and work through the process for approval to deliver-programme at Amber as time delays on overall ERDF programme means we are a year behind- this is due to AWM structure issues and mechanisms for delivery.
		Strategic Transport																	
Yes	R-STTR-08-0001	Darlaston SDA . Infrastructure to assist regeneration	Darlaston SDA . Infrastructure to assist regeneration	Initiation	1		Cllr Andrew/ Cllr Harris	Mike Tichford	Stuart Everton (Matt Crowton)	01 June 2008	31 January 2013	G	G	N/A	G		17th November 2008	19th November 2008	**August Update:** Agreement made with British Waterways not to use second arch, costing work now been undertaken along with a detailed risk assessment for work to be undertaken along Bentley Mill Way. Modelling workmoving forward as planned and still on traget to hit the Autumn Submission date. September Update: Modelling work now substantially completed and meeting to be arranged with The DfT to confirm the exact mechanism for what is required in the MSBC. Nove,mber - Modelling work completed, DFT meeting wnet well, further work still to bge undertaken.
		Resources (Rory Borealis)																	
		Transformation Programmes (Sarah Homer)																	
Yes	C-TRAN-06-0001	Transformation Programme: **Overall Transformation programme**	The council's Strategic Transformation Programme - designed in to improve council services, deliver efficiency savings	Delivery	1	10	Cllr Arif	Chief Executive	Sarah Homer	01 April 2006	31 March 2010	G	G	N/A	G		26 September 2008	24 February 2009	**Feb 09:** The inaugural meeting of the Adaptive Working Board takes place on 4 March 2009. Scoping work has commenced with regard to the application of the lean approach at member and senior management levels. A series of commuinication roadshows has recently concluded which has produced useful feedback regarding the programme. An action plan is now being formulated in this regard.
Yes	C-TRAN-06-0002	Transformation Programme: Improving the Customer experience theme - **Corporate Contact Centre project:**	This project will develop a generic contact centre service which is capable of 70-80% call resolution at first point of contact	Delivery	1	7	Cllr Arif	Jamie Morris	Jez Holding	01 April 2006	31 March 2009	G	G	G	G	🎧	29 January 2009	26 February 2009	**Feb 09 -** Planned go-live of Philips system has suffered a delay due to technical issues. Revised date is to be established ASAP. Implementation plan for roll in of new services is being finalised by Jez Holding, Ray Nix and Richard Battams. Enquiries are being received by other services, seeking to understand the 'offer' of the Corporate Contact centre and whether they can take advantage of it for their own services
Yes	C-TRAN-06-0006	Transformation Programme: Improving the Customer experience theme - **Improving the Customer Experience Project**	• Provide holistic "council-wide" approach to managing customer experience • Improved customer experience with a reputation for customer care that distinguishes us from other councils	Delivery	1	7 & 10	Cllr Arif	Jamie Morris	Chris Holliday	01 April 2006	31 March 2009	G	G	N/A	G		29 January 2009	04 March 2009	**Feb 09 -** 55 Mystery shoppers recruited. 100 of 600 Mystery Shops carried out. Report due back in April
Yes	C-TRAN-06-0007	Transformation Programme: Improving the Customer experience theme - **Local Access project**	This project•• Development of a business case in consideration of the development of a Community Cruiser – mobile Local Access Point facility. • Provide a mini First Stop Shop service in localities on a timetabled basis	Delivery	1	7	Cllr Arif	Jamie Morris	Tim Challans	01 April 2006	31 March 2009	G	G	G	G		29 January 2009	04 March 2009	**Feb 09 -** Rectification work ongoing with First Stop Express - due to go live on 9th MArch
Yes	C-TRAN-06-0008	Transformation Programme: Improving the Customer experience theme - **Web Development project**	This project is aimed at improving council web facilities to facilitate the provision of information and access to services.	Delivery	1	7, 9 & 10	Cllr Arif	Jamie Morris	Jo Stewart	01 April 2006	31 March 2009	G	G	N/A	G		28 January 2009	24 February 2009	**Feb 09:** 15685 E payments received Jan - Dec 2008. Ongoing consultation is taking place with BSF, People First and Black Country Observatory (WBSP initiative) regarding microsites. Refreshment time for web information reduced from 4hours to hourly.
Yes	TPPCP	Transformation - **People and Change Programm**	This programme seeks to create a culture where continuous improvement is an everyday activity. This will be achieved through greater corporate insight into change and our environment, housing change more effectively within our CIPPF, more effective community.	Initiation	1		Cllr Arif	Sarah Homer	Kelvin Dawson	23 June 2008	31 December 2009	A	N/A	G	A	Þ	08 October 2008	29 January 2009	**Jan 09 update:** a range of allied projects exist or wait to be initiated to gain synergy from a programme approach. Lessons learnt from the Efficiencies Programme suggest that aggregating pieces of work together without a focused brief is not the best use of a programme environement. Relevant projects are now being supported individually by the transformation team and through service hierarchies. Consequently, the programme is on hold pending discusion with newly appointed ED for Resources.
Yes	TPAWP	Transformation - **Adaptive Working Programme**	Adaptive working is the mechanism for delivering the commitment to reduce the amount of office space we use by 20% over the next four years.	Initiation	1		Cllr Arif	Sarah Homer	Kelvin Dawson	08 September 2008	31 December 2009	G	N/A	G	G		To be produced	04 March 2009	**Feb 09 -** Preparatory work done for first Adaptive Working Board on 4th March
DLT	RHDJPJ080003	Web based consultation toolkit	Design, write and publish web based consultation toolkit	Start Up **(On hold)**	2	All	Cllr Arif	Helen Dudson	Anna Sansom	23 June 2008	01 March 2009	A	N/A	N/A	A		26 June 2008	28 October 2008	**Jan 09 update: The project has been put on hold temporarily** until urgent activities have been completed (annual budget consultation August - November). In addition a large volume of other consultation work is already in progress & is growing on a daily basis (online surveys, Viewfinder, questionnaire design, analysis, consultation advice and guidance, working with children's services, Regional Improvement Project, The New Place Survey, Citizens' Panel, Partnership Engagement Forum & CCG). The start of the consultation toolkit is now planned for November / December and completion by March 2009.
		ICT (Bryan Kelly)																	

C M T	Project Number	Title of Project / Scheme	Short Description	Status	Priority	Pledge	Portfolio Holder	Project Champion	Project Manager	Delivery Start Date	Delivery Completion Date	Delivery on target (R/A/G)	Capital Budget on target (R/A/G)	Revenue Budget on target (R/A/G)	Overall (R/A/G)	☊ ☋	Date Risk Management Plan Last Updated	Date of last formal project review	Current Position
Yes	TB050025	Finance Direct Programme	Upgrade of financials system to support version of Oracle, Business Process re-engineering and management of change	Start Up	1		Cllr Ali	James Walsh	Carol Williams	08 September 2008	01 April 2010	G	G	N/A	G		19 January 2009		**Jan 09 -** The Programme is now developing individual milestone plans for each workstream project. In the absence of a Programme Manager lead, Carol Williams has been appointed interim Prog Mgr by the Finance Direct Programme Board (now formalised and consisting of Bryan Kelly, James Walsh and ED (Resources). With the Programme at the initiation stage, all dependencies are being assessed across the various workstream projects. ICT developing the design for the target infrastructure. Business Support and Finance teams are commencing redesign activities for operational processes which will be confirmed for compliance via the "Compliance processes" workstream. Engagement with Portfolio Holders continue with the Programme Board meeting Councillor Griffiths and Councillor Arif w/c 2/2/09. Programme board and a series of workshops are being scheduled for March.

Number of current projects

177

			STRATEGIC PROJECT STATUS							
Executive Director	Directorate	Strategic Projects	No RAG		RED		AMBER		GREEN	
			No	%	No	%	No	%	No	%
Jamie Morris	Neighbourhood	11	0	0%	0	0%	6	55%	5	45%
David Martin	Social Care & Inclusion	6	0	0%	0	0%	1	17%	5	83%
Pauline Pilkington	Childrens & Young Person	2	0	0%	0	0%	1	50%	1	50%
Tim Johnson	Regeneration	6	0	0%	2	33%	1	17%	3	50%
Rory Borealis	Resources	8	0	0%	0	0%	1	13%	7	88%
	Total	33	0	0%	2	6%	10	30%	21	64%

			ALL PROJECTS STATUS							
Executive Director	Directorate	All Projects	No RAG		RED		AMBER		GREEN	
			No	%	No	%	No	%	No	%
Jamie Morris	Neighbourhood	36	0	0%	0	0%	11	31%	25	69%
David Martin	Social Care & Inclusion	27	0	0%	3	11%	7	26%	17	63%
Pauline Pilkington	Childrens & Young Person	4	0	0%	0	0%	3	75%	1	25%
Tim Johnson	Regeneration	87	0	0%	5	6%	9	10%	73	84%
Rory Borealis	Resources	22	0	0%	0	0%	4	18%	18	82%
	Total	176	0	0%	8	5%	34	19%	134	76%