Cabinet – 4 February 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

2.1   Note the report and the strategic project register at **Appendix 1.**

2.2   Note the progress on the implementation of the programme and project management software.

2.3   Cabinet continue to work with relevant executive directors to implement any necessary corrective action to ensure successful delivery of strategic projects.

2.4   Cabinet to continue to endorse the use of the council's programme and project management methodologies and practices ensuring 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 11 December 2008 where CMT noted the

current monitoring of strategic projects which showed a RAG status of 7% red, 27% amber and 66% 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.

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 3 projects on the register with a red status and 11 which are amber. The number of projects which are given a red status has remained the same and amber ratings have decreased from 12 to 11 since the last report. The red and amber status projects are detailed below:

Status	Project No.	Project title
Red	N-BEPP-04-0002	Business Continuity Planning
Red	R-ECON-06-0002	Think Walsall
Red	C-TRAN-06-0002	Transformation Programme: Efficiencies Programme Board – Strategic Procurement
Amber	C-DIRE-07-0001	Pay and Grading Review
Amber	N-BEET-02-0002	Walsall TCTP
Amber	N-BEET-05-0003	Highways Maintenance Procurement Strategy
Amber	N-BEET-05-0009	Decriminalisation of Parking
Amber	N-PART-08-0001	Transfer of Community Buildings
Amber	N-WPAR-07-0001	Sustainable Community Strategy
Amber	N-WPAR-07-0002	Local Area Agreement
Amber	N-WPAR-08-0002	Target Action Planning
Amber	CYP-CHSV-06-0008	C4C LAC Reduction Project
Amber	ICT200808	Asset Management System
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 is 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

A design specification document including a breakdown of costs has been provided by the suppliers of the system. Prioritisation of development works is ongoing and it is anticipated the quick win deliverables such as navigation enhancements to the system, closed project storage area will be given priority order for immediate implementation. The more complex pieces of work 'benefit realisation' will be delayed slightly until further scoping work has been completed and the council's requirements agreed.

Once the configurations are complete and following user acceptance testing existing project managers and other users of the system will be informed of the new functionality and trained in its use.

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. These are currently awaited, however a sum of £50,000 was approved in the 2008/09 budget to accommodate these costs. Costs are expected to be less than the sum allocated and will be accommodated from the existing budget.

4.2 Legal: As 4.1 above

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 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 will be published by the Audit Committee on the 26 February 2009.

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 – 11 December 2008

Author

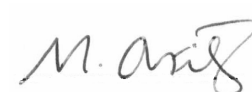Helen Dudson – Acting Manager of Corporate Performance Management
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Chris Davies – Project Office Support Officer
☎ 652074 ✉ daviesc@walsall.gov.uk

Tim Johnson – Executive Director   **Cllr Arif – Portfolio Holder**

Walsall Council — Project Register

Appendix 1

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) Capital	Budget on target (R/A/G) Revenue	Overall (R/A/G)	⌒ �ോ	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	30 June 2008	A	N/A	G	A		28 October 2008	28 October 2008	Nov 08 update: no change to last months report as meeting with unions is not until 5th Dec.
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	Initiation	2	10	Cllr Walker	Keith Stone	Dave Roberts	01 April 2008	31 March 2009	G	N/A	G	G		01 October 2008	05 November 2008	October 2008: New rounds are finalised and communicated to public. Next leaflet to go out 17.11.08 - change to the size of the bins. New vehicles now being delivered. Bin production and distribution on target. To commence using Greenstar from 10.11.08
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	01 October 2008	G	A	N/A	A		Monthly progress reporting CEPOG P&T sub committee. 15/09/08	20 November 2008	Sept 08 update: Prepared financial statement, with ED/AD met government office 02/09/08, paper to be revised but initial support by government office received. claims mtg to be held 01/10/08. Oct 08 update: Claims mtg held 01/10/08, claims still upheld additional information supplied to government office west midlands. Ring road update leaflet produced and distributed. Nov 08 update: Submission to GOWM/Dft on 20/11/08, to ministers w/c 24/11/08 awaiting reply. Presentation of all financial matters & progress to council leader 20/11/08, update to Cabinet immanent. TCTP ring road update leaflet distributed 1/12/08. Reported to plan & transportation sub committee on 26/11/08, all west mids local authorities support the councils case.
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	01 December 2008	A	N/A	A	A	☭	14 November 2008	14 November 2008	Sept 08 update: Evaluation completed , Cabinet approval to Tarmac as potential service provider 17/09/08, Final negotiations and discussions commenced. Board mtg held 18/09/08. Oct 08 update: Working with Tarmac on contract & operational work streams TUPE & workforce meeting every fortnight, application from ABS by Tarmac submitted. Board mtg held 23/10/08. Nov 08 update: TUPE consultation mtgs now individual for union & non-union participants. Delay in supplying TUPE & HR information, delay to implementation to 01/03/09, Cabinet report approved subject to outstanding items 17/12/08. Last board mtg 14/11/08, risk reviewed 04/12/08. CCF to be submitted to extend project.
Yes	N-BEET-05-0009	Decriminalisation of Parking	Decriminalisation of Parking	Delivery	1		Cllr Harris	Glyn Oliver	Paul Leighton	01 April 2007	08 September 2008	A	G	A	A	☭	13 November 2008	13 November 2008	Sept 08 update: CPE now anticipated application to Dft on 03/10/08, anticipated implementation Nov 08. Delays primarily relate to adverse weather restricting application of lining restrictions. Oct 08 update: Application to Dft complete awaiting decision of Dft could be late Nov 08 early Dec 08. Nov 08 update: Dft have not responded to their agreed date of 17/11/08, dialogue ongoing, to be addressed by Chief Exec. CCF to be submitted to change delivery date.
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	30 September 2008	R	N/A	G	R		01 October 2008	01 October 2008	November 08 update: there is no change and I hope to wind the project up in the next couple of months. The red RAG rating is not a reflection of the project but a CMT decision reflecting the (in)ability of ISS to return us to normality due to the lack of a disaster recovery site – which is in fact a project on its own.
Partnerships (Julie Gethin)																			
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	Alison Fisher	01 July 2005	31 December 2008	G	N/A	G	G	⌒	01 November 2008	24 November 2008	1.12.08 Programme closure underway. GOWM agreed to further extension to 31 December 2008 to enable final reconciliations to be undertaken. LAGBI funding made available to cover any residual over commitments. All major issues now resolved and reported to the WEPPB on 24.11.08.
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		30 September 2008	14 November 2008	1.12.08 - PEG met on 14.11.08 to allocate balance of revenue and capital SSCF resources. Approval to be requested at the next Board meeting on 4.12.08. Subject to the outcome of the Board, the PEG will be merged and no longer need to meet. The reporting and governance arrangements for Safer will be via the Safer Board and new formed executive group.
Yes	N-PART-08-0001	Transfer of Community Buildings	Establish leases for community associations and neighbourhood resource centres	Initiation	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	01 November 2008	1.12.08 - issue of resources to undertake priority condition surveys remains unresolved. Project unable to progress at this stage.
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	26 November 2008	November 08 update: Update 26/11/08 Contractors now on site at both Pleck and Streetly, work on schedule for timely completion in Feb 2009
Walsall Partnerships (Clive Wright)																			
Yes	N-WPAR-07-0001	Sustainable Community Strategy	Overarching strategy for the Borough, which the Council and Partners have signed up to jointly deliver. Contains vision for Walsall 2021.	Delivery	1	All	Cllr O'Hare	Jamie Morris	Tim Ferguson	01 January 2007	30 June 2014	A	N/A	G	A		To be produced	15th August 2008	August 08 update: Project documentation is currently being completed for this project, once approved and signed off they will be entered into the project management software system. September 08 update No change for this month. November 08 update: No change for this month.
Yes	N-WPAR-07-0002	Local Area Agreement	Jointly agreed key targets / priorities for the Borough.	Delivery	1	All	Cllr O'Hare	Jamie Morris	Tim Ferguson	01 August 2007	31 March 2010	A	N/A	G	A		To be produced	15th August 2008	August 08 update: Project documentation is currently being completed for this project, once approved and signed off they will be entered into the project management software system. September 08 update No change for this month. November 08 update: No change for this month
Yes	N-WPAR-08-0002	Target Action Planning	The delivery mechanism of the Local Area Agreement. Approved by CMT. Concentration on Area Based Grant.	Initiation	1	All	Cllr O'Hare	Jamie Morris	Jo Lowndes	01 April 2008	31 March 2010	A	N/A	G	A		To be produced	15th August 2008	August 08 update: Project documentation is currently being completed for this project, once approved and signed off they will be entered into the project management software system. September 08 update No change for this month. November 08 update: No change for this month
Social Care & Inclusion (David Martin)																			
Adult Services (Margaret Willcox)																			

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
												Delivery	**Capital**	**Revenue**					
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	🎧	30 July 2008	19 November 2008	**Nov 08:** 4-monthly progress monitoring continues: Scrutiny Panel 1 December, CSCI BRM 12 December. 2 groups of project remain: those that now form part of the People First programme, and those that do not. Both groups will migrate into 2008-09 delivery plan following receipt of 2008 ARM letter, published 27 November.
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	Delivery	1		Cllr McCracken	John Greensill	Tony Barnett	01 December 2007	TBC	G			G		To be produced	31 October 2008	**Oct 08:** On 22 October Cabinet agreed to the phased introduction of Hollybank operating as a residential rehabilitation resource and respite centre, that service user wishes be respected and that subject to overview by the Health and Social Care Scrutiny Panel, the PID be accepted as the basis for an Action Plan for service redevelopment with final timescales determined by subsequent negotiation between Social Care & Inclusion and NHS Walsall.
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	G	G	G	G		27 August 2008	27 August 2008	**Nov 08:** Project on target for 'out to tender' phase 1 in December 2008. Scrutiny and cabinet reports to be produced and submitted in February and March 2009
Yes	S-ADSV-08-0002	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		To be produced	19 November 2008	**Nov 08:** Full People First team in place and working on detailed business cases. The 'as is' position has been captured and evaluated. Programme of workshops with operational staff now commencing to establish the desired future. 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.

Housing Service (Sue Byard)

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Yes	S-HOUS-07-0001	Supporting People Service - improvement towards excellence plan 2	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	28 November 2008	**Nov 08:** Improvement Towards Excellence plan used to inform Self Asssessment Part 2 in preparation of Audit Commission inspection scheduled for February 2009. First draft of Self Assessment Part 2 under consultation (period ends 03.12.08)
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		To be produced	28 November 2008	**Nov 08:** Briefing paper and presentation agreed. Dates arranged and invitations sent out. Risk register and MAPs agreed. Self Assessment Parts 1 & 3 submitted on time. Consultation period in progress for Self Assessment Part 2. Evidence microsite in place and document CD in draft Set up meeting with Audit Commission arranged for 09.02.09.

Children and Young Persons (David Brown)

Children's Services (Louise Hughes)

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	CYP-CHSV-96-0001	Procurement	To implement the transformation of procurement across the council	Delivery	1	10.3	Cllr Arif	David Brown	L.Brazier	01 September 2006	30 August 2008	G	N/A	G	G		01 October 2008	01 September 2008	The project has now closed, project manager will be filling out end project reports and lessons learnt reports. **October 08** EPR and LLR still to be submitted to PMO. **November 08** EPR and LLR still to be submitted
Yes	CYP-CHSV-07-0012	Childrens Area Partnerships (CAP's)	A delivery platform to support the delivery of universal and targeted services to children and young people within their locality building on the existing extended schools services clusters.	Delivery	1	3,5,7	Cllr Ali	Carol Boughton	Lee Regan	1st November 2007	01 July 2009	G	N/A	N/A	G		25 November 2008	21 October 2008	**Nov 08 Update:** Phase 3 (final phase of launch) completed 10 November 2008. Work well in hand to develop data as requested by CAP chairs with colleagues from P&M service. Web site created & being added to by CA's Outputs of first local targets now becoming avaialble
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		01 September 2008	01 September 2008	**November Update:** Project Manager (DB) has been on sick leave therefore no update has taken place. Update to be provided next time round
Yes	CYP-CHSV-08-0001	Annual Performance Assessment/Children & Young People Plan (APA/CYPP) Review	Preperation and submission of Walsall's APA/CYPP review	Initiation	1	1, 2, 3, 5	Cllr Ali	Pauline Pilkington	Ti m German	01 April 2008	5th January 2009	G	N/A	N/A	G		01 September 2008	04 November 2008	**November Update:** Final OFSTED meeting will be held on 18th November.
Yes	CYPCHSV080005	Reducing Child Poverty Strategy	Devising and implementing a borough wide strategy to reduce child poverty.	Delivery	1		Cllr Ali	Darrell Harman	Bruce M Kirk	01 August 2008	06 May 2011	G	N/A	N/A	G		10 October 2008	04 November 2008	**November 2008:** Project Implementation document approved by Child Poverty Reduction Group. Detailed bid in advanced stage of preparation for submission - 28 November. Completion of commissioning process will follow the incorporation of pilot project ready for launch - end November

ICT (Bryan Kelly)

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	ICT2008008	Asset Management System	Supplier evaluation and final selection of an Asset Management System (AMS) specifically for Buildings Management.	Delivery	1		Cllr Ali	Kevin Kendall	Mohamed Ahmed	07 January 2008	18 November 2008	R	A	R	R		11 November 2008	05 December 2008	**Nov 08 update:** Following the cancellation of the tendering process undertaken by Property Services, ICT have taken the opportunity of revisiting the Business Requirements within the context of the new operating model for ICT. We have assisted the Customer to get wider inclusion of dependent teams and their requirements have been captured through numerous workshops the team has been involved with. This particular project is moving to Closure. Should a new procurement be initiated and a Project commissioned through ICT we will then set up a new project to manage this. We are currently engaging the client through the ICT Strategy and Client Services team.
Yes	SI230071	Finance Direct	Upgrade of financials system to support version of Oracle, Business Process re-engineering and management of change	Start Up	1		Cllr Ali	James Walsh	Mohamed Ahmed	08 September 2008	TBC	G	G	N/A	G		02 December 2008	05 December 2008	**Nov 08 update:** Following PDW (Proj Definition Workshop) the Programme has been split into a number of workstreams. These are progressing and will inform the direction of the PID (which is what ICT have been tasked to produce). The workstreams are: * Validating Business Requirements, Change Management, Business Benefit realisation, Technology enablement, Cost modelling (ICT). The need for a Programme Manager has been identified and ICT along with the Project Sposor (J Walsh) are progressing this requirement. Also, previously captured Business Requirements have been confirmed as still being valid and we are mapping these onto the functionality of Oracle to ensure we can build an environment with as little "customisation" as possible.

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 (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-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		19 November 2008	19 November 2008	**Update**: Urban Splash gap funding application approved by AWM and planning application granted. Skate park demolished. Grouting work completed June 08, and canal edging work to commence June 08, piling works to commence September 08. Relocation of Boxing Club in long term being pursued with NDC and partners as part of Green Rivers project, consultants have produced preferred option and funding bids being prepared including Fastrack bid to Myplace. In the interim lease agreed to retain on site until mid 2010. Disposal of Council land completed. Waterfront south PA approved in June 07. Planning permission granted on William House in March 08. **Next Steps**: Need to consider future development options for Lex site including architectural competition due to be complete in August 08 - shortlisted architects agreed June 08 -and wider leisure opportunities, including the Council's own service provision. Need to continue working with Urban Splash on combined public realm issues, canal bridges, CHP and urban sculpture park. Planning applicaction anticipated on Stafford site in autumn 08. Overall launch scheme in
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.	Initiation	1	8	Cllr Adrian Andrew	Paul Nicholson	Richard Chadwick	02 January 2008	31 December 2009	G			G		19 November 2008	19 November 2008	Update: The Council is continuing to work towards Heads of Terms for the disposal of Council land and a development agreement with the landowners/developers for land to the south of Digbeth will be considered by Cabinet in early 2009. Initial work has been undertaken on a proposed scheme for the Old Square Shopping Centre. Progress with both proposals are dependent upon the relocation of the market. Master planners Leslie Jones has been appointed by Norton & Profitt for proposals on land to the south of Digbeth, and provided images for the Goldmine project as a part of the MyPlace bid. A design brief has been prepared by the Council to inform the master planning process. Next steps: The planning permission for the temporary relocation of the market to the Bridge has been revoked following the threat of judicial review by Threadneedle, and the Council is currently considering its options for the future of the market. The MyPlace bid will now be considered as a part of the mainstream bidding process, due for consideration in the new year, whilst a planning application for the Goldmine project is anticipated before the end of the
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	G	G	N/A	G		19 November 2008	19 November 2008	**19/11** Following the submission of the second planning application, Planning Counsel has provided advice that this application would still be vunerable to a further legal challenge. With this advice in-mind a decision has been taken to put a hold on the move of the market until such time that a planning application can be better evidenced with more startegic proposals, and when the development agreement and planning consent for St Matthews Quarter is in place. The project team have met to discuss next steps including how the Council will continue to support the Market Traders Association and how the startegic evidence base for moving the market can be brought together. A CCF outlining these key changes and extension of the project timescales to 'sign off' the next steps by the ED and Portfolio Holder has been issued to this month's Performance Board

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 (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-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	G	R		18th November 2008	18th November 2008	**Update**: Project is at red as it has been halted whilst waiting for legal input and due to lack of corporate capacity to roll the programme out **Next Steps**: CMT report has been written to explain issues and options to move forward, requires corporate leadership and drive to move forward. There is an option to seek external legal input through the large transport contract although internal legal input would be preferable due to the corporate implications of the project. Financial resource has been secured to enable delivery of this but needs to be owned corporately
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	Initiation	1	2.8	Cllr Andrew	Mark Lavender	Louise Powell	20 June 2008	31 December 2013	A	tbc	tbc	A		18 November 2008	18 November 2008	**Update** - The SUD Package Plan and management plan have now been approved. Parners now working to submit proposals and work through the process for approval to deliver.

Strategic Transport

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 (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-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.

Other Priorities

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 (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-OTPR-08-0001	North Walsall Depot Relocation	To secure the relocation of the North Walsall Depot from Bloxwich Road to Fryers Road.	Initiation	1		Cllr Adrian Andrew	Paul Nicholson	Richard Chadwick	02 January 2008	31 December 2008	G			G		19 November 2008	19 November 2008	Update: The Council has been working towards Heads of Terms for the disposal of Council land at Bloxwich Road, and the acquisition of land at Fryers Road for the new depot site. Next Steps: Once the Heads of Terms have been agreed, the Council will seek planning consent for the new depot site. In preparation for this, proposals for the new depot were considered at Development Team on the 3rd April, and once funding and the has been confirmed, the design and build contract will commence.

Transformation Programmes (Sarah Homer)

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 (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	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	26 November 2008	**Nov 08:** Outline programme plans for the new Agile Working and People and Change workstreams have been approved by the overarching board on 18 Nov 08. Stakeholder consultations to enable detailed programme plans to be worked up about to commence. Lean diagnostic workshops with regard to CPM took place on 12th & 19th Nov 08. Outcomes now being analysed.
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	A	G	G	A		17 November 2008	07 October 2008	**Nov 08 -** Situation regarding Adult Social Care Access Centre has been resolved. ASC Access Centre will be at Streets Corner, Walsall Wood and not in the Civic Centre. A report has been drafted for CMT detailing a preliminary list of 10 services which meet the criteria of high volume, low complexity calls. A programme has been developed to evaluate these services and if suitable, migrate the calls into the contact centre. This report should go to CMT on 27th November. The Philips Call Management Solution is currently being installed in the contact centre - this will give a richer understanding of demand and performance
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		26 September 2008	07 October 2008	**Nov 08 -** Complaints Handling Business Improvement Techniques course has finished. New framework for handling complaints has been developed taking into account Best Practice from service areas - particularly Childrens Services. Communications plan developed to communicate new process. Reporting developed to share complaints information to drive service improvement. Supporting work, especially ICT, required to develop Tell Us software to support new process. Some hardware required (scanners) to allow better processing of complaints. Customer Care training ongoing. Stakeholder forum held with adults, exploring issues around Leisure and Green Spaces, this compliments the earlier session held with

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) Capital	Budget on target (R/A/G) Revenue	Overall (R/A/G)	☊ ☋	Date Risk Management Plan Last Updated	Date of last formal project review	Current Position
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.	Delivery	1	7	Cllr Arif	Jamie Morris	Tim Challans	01 April 2006	31 March 2009	G	G	G	G		26 September 2008	07 October 2008	**Nov - O8 -** Bus build progressing well. Due to be delivered in early December. Bus will initially located around borough to raise awareness and test ICT capabilities and systems. Bus will go live early in the new year.
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		30 October 2008	26 November 2008	**November 08 update:** All technical microsite issues now resolved to enable further microsites to be developed. Audio and Video piloted on website and being monitored. Draft web survey results and report drafted. 67,000 unique users for October 2008 (62,000 in Oct 07)
Yes	TPPCP	Transformation - **People and Change Programme**	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	G	N/A	G	G		08 October 2008	18 November 2008	**Nov 08 Update:** A draft programme brief was discussed at overall programme board on 18/11/08. Underlying concepts and rationale for change were explored and linkages between skills and knowledge; communications; performance management and technology were discussed. The programme is at the critical stage of identification/definition. Commitment was made to engage key groups on this programme and the wider transformation agenda by attending management team meetings, team briefs etc. across the council. Lois Stewart has joined the team to support and influence this stage of programme design.
Yes	TPAWP	Transformation - **Agile Working Programme**	Agile 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	27 November 2008	**Nov 08 -** Programme Brief prepared and approved by overarching Programme Board. Programme Board membership being established. Programme Board to meet early in New Year to further scope out programme. Latest version of Programme Brief has been uploaded to Doc Library.
Built Environment Property Services (Kevin Kendell)																			
Yes	N-AMSC-07-0007	Property Services Transformation	Transfromation of key services eg Modernising procurement	Closure	1	N/A	Cllr Andrew	Keith Stone	Kevin Kendall	01 October 2006	31st October 2008	G	G	N/A	G		20th June 2008	20th June 2008	Completion date revised to allow completion of the FM restructure and recruitment of FM manager

Number of current projects

192

STRATEGIC PROJECT STATUS

Executive Director	Directorate	Strategic Projects	No RAG No	No RAG %	RED No	RED %	AMBER No	AMBER %	GREEN No	GREEN %
Jamie Morris	**Neighbourhood**	13	0	0%	1	8%	8	62%	4	31%
David Martin	**Social Care & Inclusion**	6	0	0%	0	0%	0	0%	6	100%
David Brown	**Childrens & Young Person**	7	0	0%	1	14%	1	14%	5	71%
Tim Johnson	**Regeneration**	15	0	0%	1	7%	2	13%	12	80%
	Total	41	0	0%	3	7%	11	27%	27	66%

ALL PROJECTS STATUS

Executive Director	Directorate	All Projects	No RAG No	No RAG %	RED No	RED %	AMBER No	AMBER %	GREEN No	GREEN %
Jamie Morris	**Neighbourhood**	46	0	0%	1	2%	15	33%	30	65%
David Martin	**Social Care & Inclusion**	23	0	0%	0	0%	3	13%	20	87%
David Brown	**Childrens & Young Person**	9	0	0%	1	11%	2	22%	6	67%
Tim Johnson	**Regeneration**	114	0	0%	2	2%	15	13%	97	85%
	Total	192	0	0%	4	2%	35	18%	153	80%

Delivery	Capital	Revenue