Cabinet – 22 October 2008

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.

2.24 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 11th September 2008 where CMT noted the current monitoring of strategic projects which showed a RAG status of 7% red, 29% 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.

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 12 which are amber. The number of projects which are given a red status has increased from 0 to 3 and amber ratings has remained the same at 12 since the last report. These 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-PART-04-0002	ESF co-financing
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	S-ADSV-06-0004	SC&I Adults Programme
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
Amber	C-TRAN-06-0003	Transformation Efficiencies Programme Board – HRD Transformation

Cabinet is asked to work with the executive director assigned responsibility for the delivery of these projects to ensure that corrective action is being undertaken.

An audit of risk within 10 projects has also been undertaken the projects which were identified for review are detailed below:

Directorate	Service Area	Name of Project
Neighbourhoods	*Directorate project*	Pay and Grading Review
	Partnerships	ESF Co-Financing
		Transfer of Community Buildings
Social Care and Inclusion	*Adult Services*	Supporting People Service – Improvement towards Excellence Plan
		SC&I Adults Programme
Children and Young Persons		Change for Children Programme
		C4C LAC Reduction Projects
Regeneration	*Economic Regeneration*	Think Walsall
		Sustainable Urban Development (SUD) Programme
	Transformation Team	Efficiencies Programme Board - HRD Transformation

10 out of 10 projects selected provided comprehensive risk documentation identifying the risks which are impacting on the successful delivery of their projects.

	No.	Percentage
Corporate risk documents completed	10	100%
Alternative risk documents completed	0	0%
No risk documents returned	0	0%

The Change for Children Programme and the Efficiencies Programme Board – HRD Transformation projects have been closed, both providing comprehensive final risk documentation demonstrating their understanding and compliance with the council's corporate approach to risk management.

The project managers for the remaining 8 projects that provided their risk documentation have been recommended to produce a project improvement plan in conjunction with their risk documentation detailing how they plan to bring their projects back on target and that these project improvement plans and risk management action plans are presented to and considered by the directorate performance boards.

3.2   Programme and Project Management Software Implementation

The preliminary development work for phase 2 of the implementation of the software has commenced. The enhancements to the system being to monitor benefit realisation and issue management. A time line of work will be completed and a design specification document identifying, costs and priorities of the phase 2 development work produced. 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 has already been approved in the 08/09 budget to accommodate these costs (£40,000).

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 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.

The risk relating to major capital projects has recently been 'managed off' the strategic risk register as it was considered that the robust project management systems now in place will facilitate the delivery of projects on time and to budget allowing for corrective action to be taken quickly where appropriate.

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. However 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 further reinforces the need for robust programme and project management methodologies and practices. These continue to be updated and improved and it is hoped will be 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.

The enhancements to the system will enable the council to demonstrate how the 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 which have been delivered and 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

The use of the WPA ensures that, within its methodology, equality issues are identified at an early stage and, where appropriate, equality impact assessments are 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 September 2008

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Tim Johnson – Executive Director   **Cllr Arif – Portfolio Holder**
29 September 2008   **13 October 2008**

Project Register

Walsall Council

Executive Director	Directorate	Projects	Strategic Projects Status							
			No RAG*		R		A		G	
			No.	%	No.	%	No.	%	No.	%
David Brown	Children & Young People	4	0	0%	0	0%	1	25%	3	75%
Tim Johnson	Regeneration	18	0	0%	2	11%	3	17%	13	72%
Jamie Morris	Neighbourhoods	13	0	0%	1	8%	7	54%	5	38%
David Martin	Social Care & Inclusion	6	0	0%	0	8%	1	17%	5	83%
	Total	41	0	0%	3	7%	12	29%	26	63%

Executive Director	Directorate	All Projects	All Projects Status							
			No RAG*		R		A		G	
			No.	%	No.	%	No.	%	No.	%
David Brown	Children & Young People	7	0	0%	0	0%	2	29%	5	71%
Tim Johnson	Regeneration	121	0	0%	4	3%	14	12%	103	85%
Jamie Morris	Neighbourhoods	46	0	0%	1	2%	12	26%	33	72%
David Martin	Social Care & Inclusion	23	0	0%	0	0%	5	22%	18	78%
	Total	197	0	0%	5	3%	33	17%	159	81%

Key to Directorate Projects

◼	Neighbourhoods
◼	Social Care and Inclusion
◼	Children and Young People
◼	Corporate Services
◼	Regeneration

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
Neighbourhood (Jamie Morris)																			
Yes	C-DIRE-07-0001	Pay and Grading Review	Pay and Grading Review	Delivery	1	10	Cllr Griffiths	Jamie Morris	Rob Pinkham	01 January 2007	30 June 2008	A	N/A	G	A		To be updated 6 August 08 steering group	2nd July 2008	**24/7/2008**, Consultation proposals complete 60% of forms evaluated (3 week delay) Pay Model complete but implications still under review. Decision by Steering Group not to consult until September so results to staff now planned for end of September 9/7/08 agreement with chief exec that results to be published in Nov following briefings on the consultation model.
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 June 2008	14 July 2008	**4.8.08** Wheelie bins dispute now clarified. Entec round data processed and final ammendments now being made. **21.8.08** Further ammendments made to round review, Material specification finalised, article in september walsall pride.s
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. 10/07/08	10 July 2008	**July 08 update:** Board mtg took place 10/07/08. Opened lines of communication with government office west mids to discuss financial aspects of the project. Quarterly grant claim submitted 25/07/08. Arboritum junction opened 06/07/08, Hatherton St closure commencing late July 08. ED mtg MD of Norwest Holst 30/07/08. Presentation to Town centre management group 16/07/08 anticipated TCTP completion prior to christmas. **August 08 update:** Report to Dft on financing, presentation to Government Office of West Mids re: financing 02/09/08, construction continuing various diversions in place.
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	G	N/A	G	G		20 June 2008	19 June 2008	**June 08 update:** Evaluation workshop held, another planned for 02/07/08. Next board mtg 17/07/08, progressing well on evaluating tenders. Some tasks/risks completed, new risks/tasks added. Evaluation finance model drafted & quality model in the process of being drafted. **July 08 update:** Tender submission was 24/07/08. Tender appraisal W/C 28/-7/08. On programme dor 01/11/08 start, board mtg rearranged to 31/07/08. **August 08 update:** Tenders received 24/07/08, draft evaluations completed 18/08/08 further clarifications requested 27/08/08 for return by 03/09/08.
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	G	G	G	G		10 August 2008	10 August 2008	**June 08 update:** Physical work on site to meet the 14/07/08 deadline. **July 08 update:** Further wotk to be carried out on physical lining, Dft to be notified in 10 days time 08/08/08. Commencment of CPE should be 6-8 weeks from this notification. APCOA commenced contract 14/07/08 from existing contractor including TUPE of their existing staff. **August 08 update:** Completion of marking of lining delayed by adverse weather, decision taken to continue with lining to be completed by 12/09/08. letter to be sent to Dft for approval.
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	Bill Henwood	Alan Boyd	01 December 2004	30 September 2008	R	N/A	G	R		24 June 2008	24 June 2008	At the CMT meeting of 10th July it was agreed that until such times that the council has a Disaster Recovery site, or put in place IT mitigation measures, this corporate project can not be considered to be anything other than RED.
Partnerships (Julie Ball)																			
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 Ball	Alison Fisher	01 July 2005	30 September 2008	G	N/A	A	A		25 June 2008	25 June 2008	**21.08.08** Over commitment reduced to £36,000. Article 10 inspection commenced on 25 June and lasted 3 days, tendering procurement and contracting evidence reviewed, positive initial feedback however actions to be reported. Extension granted on 30 June 2008 until 30 September 2008, some payments are still outstanding on projects where irregularities lie and require resolving.
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 Ball	01 April 2007	31 March 2009	G	N/A	G	G		11 July 2008	11 July 2008	**21.08.08** PEG next scheduled to meet on 12 September. Update will be provided in October project return.
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 Ball	01 April 2008	30 April 2009	A	N/A	N/A	A		29 August 2008	11 July 2008	**29.08.08** Issue of resources required to undertake condition surveys of community buildings still needs to be resolved in order to take forward the implementation of lease arrangements.
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		23 July 2008	23 July 2008	**As at 21st August 2008 Aldridge Library** : works completed **Bentley Library** is part of the Regeneration Project for Bentley and current regeneration proposals now indicate a 2010 completion for a library building. This is subject to a seperate project plan. **Bloxwich Library:** The bid for funding under the Big Lottery Community Libraries Fund has been successful This too will be reported seperatly..**New Invention Library** opened on 15th October 2007. **Pleck Library: , Streetly Library and South Walsall Library** now being investigated as a combined contract. **Walsall Wood Library:** new library opened 17th December 20.07 Next modernisation board meeting is 3 sept 2008
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.
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 2001	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.
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 2001	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.
Social Care & Inclusion (David Martin)																			

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
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	A	N/A	N/A	A			30 July 2008	30 July 2008	**June 08:** Refined plan presented to CSCI and CSIP 14 May 2008 with positive feedback. Parts of plan will change following publication of CSED outline business cases on 8 July. **July 08:** Outline of 11 CSED workstreams published and mapped against existing projects, but detail still awaited. Annual Review Meeting with CSCI on 5 August will no doubt lead to recommendations for additional actions. Preferred option is a single action plan combining remaining projects from 2007 ASCAP, CSED workstreams and projects arising from 2008 ARM. **Aug 08:** Progress report to scrutiny panel outlined 15 out of 34 workstreams completed, 8 on track for completion by December 2008 and more by March 2009. others are either components of long term programmes or awaiting production and approval of detailed CSED business cases.
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	Steering group being established	**Dec 07:** Initial meeting with residents. **Jan 08:** Consultation with staff group **April 08:** Project manager to be appointed. Formal consultation with long term residents and carers programmed for April and May. Strategy with options to inform business case for change programmed for Summer 2008. **July 08:** Workshop is being arranged in September for high level sign off from the PCT for the basis of future integrated care pathways that will subsequently be presented to Cabinet.
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	**April 08:** Commercial Assessment by AD Procurement and 4Cs presented to SC&I senior management board 28 April. Further work to take place. Current programme is tender process May - August, contract award September 2008. **June 08:** 4Cs input terminated. Project being re-scoped and extended to cover all of adults services. Timescale to be reviewed. **July 08:** Project manager appointed. PID produced and approved by project board 31 July. Governance arrangements in place; revised programme and timescales agreed. Certain specialised services likely to be treated as discrete project. **Aug 08:** Communication plan completed and stakeholder events organised for September and October 2008. Legal consultant agreed. Financial modelling and savings target to be quantified by end of Sept 2008
Yes	S-ADSV-08-0002	CSED programme to modernise assessment, care management and review processes and practice	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	31 July 2008	**April 08:** CSED have completed review of existing processes, with costings. Main issues identified. Now working on opportunities to go into business case for change and improvement, and on quick wins. **July 08:** CSED outline business cases presented 8 July. Full business cases now being developed. Outline business cases mapped against ASCAP projects and changes to be agreed with CSCI. Initial risk register based on outline business cases being produced by project manager and programme manager. **Aug 08:** Project implementation team appointed from 1 September 2008.
Housing Service (Sue Byard)																				
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	22 August 2008	**April 08:** 94% of actions completed or on target. Slippage on remaining actions being addressed, and end date for project completion is unchanged. Additional resources allocated for 1 year contract officer post and use of £ carry forward from 2007/08. Although the Commissioning Body meets every two months, exception reporting on the Excellence Plan is every four months. The future dates for exception reporting are therefore 20 August and 17 December 2008. **June 08:** Following end of year review and removal of actions previously double counted, 78% of actions completed or on target. Slippage on remaining actions being addressed and end date for project completion is unchanged. **July 08:** Project manager on annual leave so no update available. **Aug 08:**In process of cross referencing Improvement towards Excellence with Advice and Assistance Report, together with revised Key Line of Enquiry (KLOE). Work to be completed by September. Project completion date is unchanged
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		**July 08:** PRD produced. Governance to be put in place and resources assembled during August 2008. **Aug 08:** Project manager identified. PRD refined. Mobilisation September 2008. Risk register and MAPs to be produced.
Children and Young Persons (David Brown)																				
Children's Services (Louise Hughes)																				
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			07 June 2008	04 June 2008	The project has now closed, project manager will be filling out end project reports and lessons learnt reports .
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			30 July 2008	26 June 2008	Phase 2 Thinking Supper has been arranged for the 22nd September at The Village Hotel. This event will include strategic leads, phase one and two CAPs chairs and vioce chairs. Core team will be meeting to discuss the development of phase three CAPs in September.
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			31 July 2008	24 July 2008	Established a Looked After Children placement panel that refocusses Heads of Service on the LAC numbers. An up to date management system has been developed that will enable professsionals to access cost and placement details and information from a cohort of children. Identified specific group of children to progress to less costly placements.
Yes	CYP-CHSV-08-0001	Annual Performance Assessment/Children & Young People Plan (APA/CYPP) Review	Preparation 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			29 July 2008	19 July 2008	The project group are now awaiting feedback from the Government office with regards to the APA. The next meeting has been set up for the the 20th Oct with no other formal meetings being arranged before feedback has been given. It is envisaged that the project will close at the end of October.
Regeneration (Tim Johnson)																				

											Delivery		Capital	Revenue						
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

Walsall Town Centre/WRC

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			18 August 2008	18 August 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 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 S
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				15 August 2008	15 August 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. 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: Leslie Jones has prepared a plan for the temporary relocation of the market to the Bridge, and a planning application for this has been submitted. This will be considered at DC Committee on the 27th August 2008. It is currently planned that the market relocation will be undertaken in October 2008. If the MyPlace bid proves succesful, a planning application for the Goldine project is anticipated in the autumn. A planning application from Norton & Profitt is currently expected in mid
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	30 November 2008	G	G	N/A	G			14 August 2008	14 August 2008	**14.08.08** The planning application detailing the new location of stalls and acoompanying infrastructure for the temporary market was submittted 7.07.08. Progress continues to be made towards establishing an implementation plan for move of the market once planning consent is in place. This includes obtaining costs from the Amey contract to provide all necessary electrical supplies to the stalls and using the Council's term contractor for minor works to undertake the necessary remvoal of street furniture (planters of park street and benches/ bins/ bollards etc). **Next Steps**: Obtain all quotations associated with the implementation plan, including the cost to refurbish and erect the market stalls to finalise the project budet and commision works. Agree the implementation plan with the Markets Working Group (date 03.09.08) and Market Traders Assoication. Await development control committee decision on 27.08.08. Commence site clearance works during early September.

Economic Regeneration

| 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 | ☻ | | 20 August 2008 | 20 August 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 beign written to explain issues and options to move forward, requires corporate resourcing. Seeking external legal input through the large transport contract. |
| 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 | | | 20 August 2008 | 20 August 2008 | **Update** - The SUD Package Plan and management plan have been written and submitted for consideration by AWM, awaiting feedback. Partners are working together to detail the initial set of projects in line with the Project Plans. **Next Steps** - Await response from AWM on the Package Plan and management plan and revise to meet their concerns. Submit applications against the ERDF resources once the plans have been approved. |

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 | | | 15th August 2008 | 15th August 2008 | **May 08 update:** Mtg Dft officers took place Steve Pretty & Stuart Everton attended 21/05/08, board established by WRC with council, site investigation underway ref aquaduct, mtg arranged with BWB 01/07/08. **JUNE 08 UPDATE:** Project rescoped and now under control of Regeneration, meeting with the DfT took place on 21st May 2008 and was well received. Further modelling work has now been commissioned and handed over to Fabers. July Update: Meeting with British waterways took place to agree possibility of punching through side of James Bridge Aquaduct. Modelling and Business case work continuing as planned. Land issues being pursued for start of Bridge Works on Bentley road South. **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.** |

Other Priorities

| 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 | | | | 15 August 2008 | 15 August 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 Team (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 2009 | G | G | N/A | G | | | 30 July 2008 | 31 July 2008 | CMT approved a report on the reframing of the programme on 31 July 2008.Further discussions will take place at the next informal cabinet. Scoping of the refocused programme is now taking place. |

										Delivery			Capital	Revenue					
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-06-0002	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	A	A	A		08 July 2008	08 July 2008	Report redefining contact centre project presented to CMT, follow up report required detailing budget and resourcing requirements for mid-September. Migration of Pest Control calls into contact centre has been completed and work in progress to assess impact and benefits. Work in progress with Sundry Debtors to migrate payment calls into contact centre. Trial of Philips call management solution is providing rich data regarding performance and difficulties with call handling. Call Management Solution has been selected - Procurement and Implementation planned for next quarter.
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		08 July 2008	08 July 2008	Customer Care core training modules and programme being piloted. Stakeholder forums being planned for October and November. Services updating service standards.
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		08 July 2008	08 July 2008	Presentations have been made to internal services. Site locations agreed. Site visit to Leicester Carriage Builders was undertaken on 4th August, after reviewing full scale layout of the interior a few modifications were agreed; in particular to ensure accessibility for disabled users. IT equipment is currently being procured. 3G connectivity is to be provided by the same solution as used at Coventry which provides improved resilience.
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		08 July 2008	08 July 2008	Public folder meeting with HRD. Microsites created linking off website. HRD intranet improvements. Communication report and plan started. First stop shop event agreed. E forms library
Yes	C-TRAN-06-0009	Transformation Programme: Improving the Customer experience theme - **E Services project**	This project focuses on the development of electronic facilities to assist with the delivery of services and consultation processes.	Delivery	1	7 & 10	Cllr Arif	Jamie Morris	Jo Stewart	01 April 2006	31 March 2009	G	G	N/A	G		21 May 2008	21 May 2008	End of project report and lessons learned report created. Project team, have agreed to meet following end of project to share ongoing actions as is now business as usual. End of project report to be reviewed by project and programme manager.
Yes	C-TRAN-06-0003	Transformation - **Efficiencies Programme Board**	This programme theme group contains a range of sub-projects that focuses especially upon improving the way the council works and delivering efficiency savings. The finalisation of the project portfolio is work in progress.	Delivery	1	10	Cllr Arif	David Brown	Sarah Homer	01 April 2006	31 March 2010	G	N/A	N/A	A		31 July 2008	31 July 2008	This programme is being superceded be a new workstream focusing on agile working and property efficiencies in the refocused programme. Formal closedown of the programme isl now taking place.
Yes	C-TRAN-06-0010	Transformation - Efficiencies Programme Board- **Strategic Procurement**	This project will create a new, robust, procurement model and infrastructure that will deliver savings in purchasing and commissioning.	Delivery	1	10	Cllr Arif	David Brown	Lawrence Brazier	01 September 2006	31 March 2009	R	N/A	R	R	☊	31 July 2008	31 July 2008	There is uncertainty about the delivery of assumed prcurement savings with reagrd to brokerage in adults social care.The new contract commences with effect from 1st October 2008 however the brokergae arrangements are not yet fully in place .There is a specific project to address the issue in SC&I .A workstream lead has been appointed and will commence duties as from 1 September 2008.
Yes	C-TRAN-06-0011	Transformation - Efficiencies Programme Board- **Business Support**	This project is aimed at the development of a new streamlined business support function that removes areas of duplication, inefficiency and redundancy. This includes financial administration, general clerical and admin support, and PA support services.	Delivery	1	10	Cllr Arif	David Brown	Steve Phipps	01 April 2006	31 March 2009	G	N/A	G	G		31 July 2008	31 July 2008	Guiding principles for reshaped future service approved by CMT. A lean diagnostic is being applied to finalise the detial of the service blueprint and the detailed project plan will be produced thereafter. This project will move out of the strategic programme and into Business Support division to undertake the future lead.
Yes	C-TRAN-07-0001	Transformation - Efficiencies Programme Board - **Oracle - Procure to Pay Project - phase 1 business case and Target Operating model (TOM)**	Delloites consultancy have been allocated a 16 week contract to review the end to end procurement and payment processes within the Council and produce proposals for a revised operating model	Delivery	1	10	Cllr Arif	David Brown	Ian Tuft	12 October 2007	01 April 2008	G	N/A	N/A	G		31 July 2008	31 July 2008	TOM and investment decision approved by Cabinet. PID to be produced at the next stage. This project now moves out of the strtegic programme to ICT disvsion for delivery purposes.
	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

197

			STRATEGIC PROJECT STATUS							
Executive Director	Directorate	Strategic Projects	No RAG		RED		AMBER		GREEN	
			No	%	No	%	No	%	No	%
Jamie Morris	Neighbourhood	13	0	0%	1	8%	7	54%	5	38%
David Martin	Social Care & Inclusion	6	0	0%	0	0%	1	17%	5	83%
David Brown	Childrens & Young Person	4	0	0%	0	0%	1	25%	3	75%
Tim Johnson	Regeneration	18	0	0%	2	11%	3	17%	13	72%
	Total	41	0	0%	3	7%	12	29%	26	64%

			ALL PROJECTS STATUS							
Executive Director	Directorate	All Projects	No RAG		RED		AMBER		GREEN	
			No	%	No	%	No	%	No	%
Jamie Morris	Neighbourhood	46	0	0%	1	2%	12	26%	33	72%
David Martin	Social Care & Inclusion	23	0	0%	0	0%	5	22%	18	78%
David Brown	Childrens & Young Person	7	0	0%	0	0%	2	29%	5	71%
Tim Johnson	Regeneration	121	0	0%	4	3%	14	12%	103	85%
	Total	197	0	0%	5	3%	33	17%	159	81%

C M T	Project Number	Title of Project / Scheme	Short Description	Status	Priority	Pledge	Portfolio Holder	Project Champion	Project Manager	Delivery			Capital	Revenue	Overall (R/A/G)	∩	∪	Date Risk Management Plan Last Updated	Date of last formal project review	Current Position
										Start Date	Completion Date	Delivery on target (R/A/G)	Budget on target (R/A/G)	Budget on target (R/A/G)						

G
A
R

Start Up
Initiation
Delivery
Closure
Complete
On Hold
Cancelled
Not Started