

Cabinet – 16 July 2008

Corporate project management – strategic project monitoring

Portfolio: Councillor Arif, Procurement, transformation and 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 optimising time available. The system will also allow real time reporting and monitoring of all projects/programmes managed within the council.

2. Recommendations

- (1) Note the report and the strategic project register at **Appendix 1**.
- (2) Note the progress on the implementation of the programme and project management software.
- (3) Cabinet continue to work with relevant executive directors to implement any necessary corrective action to ensure successful delivery of strategic projects.
- (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 12th June 2008 where CMT noted the current monitoring of strategic projects which showed a RAG status of 0% red, 31% amber and 69% 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.

The next cycle of risk management audits within projects was delayed and will now commence July 2008. Any new strategic projects added to the corporate project register, and any projects with a red/amber RAG status will be recommended for review.

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 is currently no projects on the register with a red status and 12 which are amber. The number of projects which are given a red status has decreased from 2 to 0 and amber ratings has increased from 10 to 12 since the last report. These projects are detailed below:

Status	Project No.	Project title
Amber	N-BEPP-04-0002	Business Continuity Planning
Amber	N-PART-04-0002	ESF co-financing
Amber	N-PART-08-0001	Transfer of Community Buildings
Amber	CYP-CHSV-96-0001	Procurement
Amber	CYP-CHSV-06-0005	Change for Children Programme (C4C)
Amber	CYP-CHSV-06-0008	C4C LAC Reduction Project
Amber	S-ADSV-06-0004	SC&I Adults Programme
Amber	S-HOUS-07-0001	Supporting People Service – Improvement towards Excellence Plan
Amber	R-ECON-06-0002	Think Walsall
Amber	C-TRAN-06-0002	Transformation Programme: Improving the customer experience theme – Corporate Contact Centre Project
Amber	C-TRAN-06-0002	Transformation Programme: Improving the customer experience theme – Local access 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.

3.2 Programme and Project Management Software Implementation

The implementation of the software continues to progress well. The initial training programme has been delivered training a total of 120 project managers. Almost all projects currently on the project register have been entered on to the system and all project documentation Project Management Office (PMO) are in possession of has been entered ahead of schedule. The end project report and lessons learned report are been created to formally close the project which will then become mainstreamed into daily use.

Phase 2 development of the system is progressing. WS Atkins have provided estimates for the enhancements to enable programme management to be delivered through this system Confirmation is awaited that the budget carry forward has been approved following which work will commence on implementing these developments.

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.

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 is currently under review so as to include a wider environmental impact assessment including issues such as climate change.

8. Performance management

The council continues to implement its challenging improvement agenda and the pace of change is rapid. Therefore it is essential that the underlying enabling and governance infrastructure is modern, effective, corporate and applied without exception.

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 further with the introduction of the new 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. 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.

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.

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 – 12 June 2008

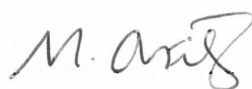
Author

Ann Johnson – Corporate Risk and Project Manager

☎ 652912 ✉ johnsona@walsall.gov.uk



Tim Johnson – Executive Director
23 June 2008



Cllr Arif – Portfolio Holder
23 June 2008



Walsall Council

Project Register




		Projects	Strategic Projects Status							
			No RAG*		R		A		G	
			No.	%	No.	%	No.	%	No.	%
David Brown	Children & Young People	7	0	0%	0	0%	3	43%	4	57%
Tim Johnson	Corporate Services	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Tim Johnson	Regeneration	17	0	0%	0	0%	4	24%	13	76%
Jamie Morris	Neighbourhoods	11	0	0%	0	0%	3	27%	8	73%
David Martin	Social Care & Inclusion	4	0	0%	0	0%	2	50%	2	50%
	Total	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!

Executive Director	Directorate	All Projects	All Projects Status							
			No RAG*		R		A		G	
			No.	%	No.	%	No.	%	No.	%
David Brown	Children & Young People	11	0	0%	0	0%	6	55%	5	45%
Tim Johnson	Corporate Services	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Tim Johnson	Regeneration	78	0	0%	1	1%	6	8%	71	91%
Jamie Morris	Neighbourhoods	85	0	0%	1	1%	17	20%	67	79%
David Martin	Social Care & Inclusion	28	0	0%	2	7%	10	36%	16	57%
	Total	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!



Key to Directorate Projects

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

										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 <u>formal</u> 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	G	N/A	G	G		6th February 2008	7th May 2008	04/6/2008, Benchmark process completed on time. Sample Questionnaire launch took place on time and 1000 forms now received (66%). 450 forms evaluated Work under way to design revised pay structure and model pay options Hay JE review launched. Market Pay Review Contract let
Built Environment Property Services (Kevin Kendall)- Schools & Childrens Centres (Amjid Raza)																			
Yes	N-AMSC-07-0007	Property Services Transformation	Transformation of key services eg Modernising procurement	Closure	1	N/A	Cllr Andrew	Keith Stone	Kevin Kendall	01 October 2006	30 June 2008	G	G	N/A	G		20 March 2008	31 March 2008	Completion date revised to allow legal analysis of tenders. Closure documents are being produced to formally close the project down.
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	G	N/A	G		Monthly progress reporting CEPOG P&T sub committee. 17/04/08	17 April 2008	April 08 update: Project board met 17/04/08 scrutiny visit took place 04/04/08, MPMR to Dft 25/04/08, letter to Dft in preparation to clarify grant slippage for 08/09. CCF form completed to extend completion date. May 08 update: Arboretum junction due for opening 06/07/08, high mast lighting to be completed by 16/06/08, Dft confirm approval from grant funding for 08/09.
Yes	N-BEET-05-0003	Highways Maintenance Procurement Strategy	Development and consideration of improvements to the procurement and delivery of highways maintenance services	Delivery	1	2.2.1	Cllr Harris	Keith Stone	Steve Pretty	01 May 2005	01 December 2008	G	N/A	G	G		15 May 2008	15 May 2008	April 08 update: Confirmation all tender documents dispatched on 11/04/08. induction workshop held with bidders and portfolio holder 28/04/08, Project board mtg held 17/04/08. CCF form completed to change completion date. May 08 update: Technical interviews held with each bidder on the 13/14 May 08, all bidders have met with operatives 1, 2, 6 May 08. Bullitens & questions being received and answered by email. Tenders due for return 10/06/08. Evaluation workshop for team being set up. Board mtg 15/05/08 risks related to TUPE/HRD matters addressed.
Yes	N-BEET-05-0009	Decriminalisation of Parking	Decriminalisation of Parking	Delivery	1		Cllr Harris	Glyn Oliver	Paul Leighton	01 April 2007	09 June 2008	G	G	G	G		21 May 2008	21 May 2008	March 08 update: Constitutional services advised on 27/03/08 not to go to Cabinet but to Council for 22/05/08. Staffing issues going to JNC 02/04/08, on target for commencement date of 14/07/08. April 08 update: Reported to JNC 02/04/08 consultation and staff restructure agreed, joint delegation signed 28/04/08. May 08 update: Dft requested that all carriage way markings & signs are completed before the application can be approved. After this work has been confirmed Dft require 6 weeks before approval of the submission therefore commencement date will be early Sept 08. To confirm with Dft that minister will be available during summer recess for sign approval, if not delay could be later than early Sept 08. Council approval 21/05/08 Cllr Harris appointed as council member of national joint committee.
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	A	N/A	G	A		30 April 2008	31 March 2008	The project remains at amber. Additional resources have been directed to the production of plans and the projection is that the project will turn green soon.
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 June 2008	G	N/A	A	A		15 May 2008	28 February 2008	02.06.08 Over commitment reduced to £36,000. Preparations well underway for programme closure and Article 10 Inspection in June. CCF submitted to extend completion date.
Yes	N-PART-07-0001	LNP Development Plan	Carry out a series of development sessions and self assessment, implementation of actions from this.	Delivery	1	9	Cllr Perry	Julie Ball	Imke Goalby	01 March 2007	01 March 2008	G	N/A	G	G		15 February 2008	28 February 2008	02.06.08 All development plans have now been created. Good progress continues to be made with LNPs in taking forward the implementation of their development plans.
Yes	N-PART-07-0002	LAA Safer and Stronger Communities Pillar	Delivery of safer and stronger communities targets and utilisation of all LAA funding.	Initiation	1	1,3,9	Cllr Perry	Jamie Morris	Julie Ball	01 April 2007	31 March 2009	G	N/A	G	G		15 February 2008	15 May 2008	2.6.08 PEG met on 15.5.08. Out turn for 07/08 was a 6% underspend in this Pillar. PEG to continue meeting until such time as new LSP structures are in place.
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		To be produced with PID	25 April 2008	02.06.08 - Urgently require costings for updating condition surveys to enable implementationof agreed lease policy to commence asap. Property Services updated and made aware of urgency of situation.
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		30th april 2008	30th april 2008	As at 28/05/08 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 seperately..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 11/06/08
Social Care & Inclusion (David Martin)																			
Adult Services (Margaret Willcox)																			
Yes	S-ADSV-06-0004	Social Care and Inclusion - Adults Programme [hereafter ASCAP]	This programme theme group contains a range of projects that focus upon service specific improvements that are identified and owned through the Directorate plans.	Delivery	1	2,3,5,6,7,9,10	Cllr McCracken	Davr Martin	Karen Reilly	01 April 2006	31 March 2008	A	N/A	N/A	A		01 January 2008	01 January 2008	April 08 Management of programme transferred to substantive programme manager. Mapping exercise undertaken between programme content and corporate project register. CSED work programme will impact on existing adults programme and on projects on register. Recommendations for change to be made to project champion. Progress and risks to be determined with project champion and CSCI business relationship manager during May. In the meantime programme manager meeting project managers to assess progress, compliance with WPPA, clarity of governance arrangements, and measurement of outcomes for service users. This work will continue through May.
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 (project manager to be appointed)	01 December 2007	TBC	G			G		To be produced with business case		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.

										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 <u>formal</u> project review	Current Position
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	17 April 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. Full business case to be produced by end June. Delivery of change to begin August 2008. Programme of work and projects produced.
Adults Social Care Projects																			
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	A		G	A		In SP service plan 2008/09. Next review August 2008.	23 April 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.
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	30th May 2008	A	N/A	G	A		04 March 2008	04 June 2008	Savings for 2007/8 exceeded target with regular monitoring on a monthly basis. Successful e-auction held for domiciliary care which will deliver savings, amount yet to be finalised depending on detailed contract awards. Proposals for further savings opportunities developed with savings identified for 2008/9 in place. Savings are risk assessed for deliverability and reviewed in light of progress. Action plan to implement the updated procurement strategy approved by Cabinet on 6th Feb 2008 is underway. Work on transactional efficiencies being undertaken as part of the Oracle (Finance and Procurement Transformation) project.
Yes	CYP-CHSV-06-0001	Joint Area Review	To prepare council and partners for the JAR fieldwork	Delivery	1	3.1, 3.2, 4.1, 4.2, 5.2, 6.1, 6.2, 8.2, 9.2, 10.2	Cllr Zahid	Pauline Pilkington	W.Henwood	12 January 2006	31 March 2009	G	N/A	G	G		03 April 2008	03 April 2008	The Audit Commission has published the results of the Joint Area Review. The report states that effective partnership working, sound planning and the use made of the new education contract process gives the council good capacity to improve further.Looked after children receive very good support to help them achieve at school and maintain excellent attendance while arrangements for safeguarding children and young people are also good, according to the report.The council, with Education Walsall, delivers good services for children and young people and has effective political and managerial leadership.
Yes	CYP-CHSV-06-0002	Contract for outsourced education function	To ensure continuity of provision of Education services following expiry of contract	Delivery	1	4.1	Cllr Zahid	Louise Hughes	Karen Adderley	01 March 2006	31 July 2008	G	TBD	G	G		16 April 2008	30 April 2008	Agreement by Project Board on recommendation to Cabinet on preferred bidder at meeting on 9 January. Cabinet approved Serco as preferred bidder at meeting on 6 February. Preferred bidder agreement signed by council and then by Serco on 14 February 2008. Now commencing final commercial and technical negotiations. Report to Cabinet on best and final offer from Serco Ltd on May 14. Cabinet approved the award of the education contract to Serco for a period of 12 years. Contract signature June 2008.
Yes	CYP-CHSV-06-0005	Change for Children Programme (C4C)	A group of 15 projects that will transform children's services and deliver children's trust arrangements by 2008	Delivery	1	4.1,7.1	Cllr Zahid	David Brown	Darrell Harman	01 November 2007	01 July 2009	A	N/A	N/A	A		16 April 2008	02 June 2008	A meeting has been arranged with the AD Children's Services to look at the the C4C programme and the strategies within the directorate and how they link to the overall delivery for children and young people.
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 Zahid	Carol Boughton	Lee Regan	1st November 2007	01 July 2008	G	N/A	N/A	G		18 April 2008	02 June 2008	. The second phase CAPs are currently being finalised with an event planned for mid June. The second phase will be launched on 16th June 2008 at Bank's Stadium.The following areas are phase two CAPs: Blakenall, Bloxwich, Alumwell & Pleck, Streetly, Pheasey and Brownhills with a view to ensuring that the first meeting is convened before the end of the summer term.
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 Zahid	Darrell Harman	David Bovell	01 December 2007	01 December 2008	A	N/A	N/A	A		05 March 2008	02 June 2008	In response to a continual increase in LAC numbers from January 2008 to April 2008 a placement panel involving all Heads of Service from Specialist Services and Carol Boughton and Karen Adderley (Temporary project manager) from Universal Services, Performance and Finance leads has being set up. Weekly meetings commenced from 22/5/08 to look holistically at preventative measures for children on the edge of care, panel agreement to new admissions and tracking of planned discharges. LAC numbers peaked at 465 at the end of April 2008 and we successfully reduced that figure to 456 at the end of May 2008. A target of 7 reductions in both May and June followed by 2 per month in following months has being set to bring the forecasted budget overspend and LAC population (443 deprivation level) in line within the 2008/9 municipal year.
	CYP-CHSV-06-0011	C4C Partnership Workforce Strategy	To produce fit for purpose workforce strategy	Delivery	2	10,3	Cllr Zahid	Louise Hughes	Mark Freathy	4th December 2006	01 September 2008	A	N/A	N/A	A		04 June 2008	02 June 2008	The workforce strategy team are working with IDeA / WMLGA on workforce planning event on the 25th June. This event is designed to share the learning of three authorities and their partners in taking forward their Children's Workforce Development Strategy.
	CYP-CHSV-07-0004	C4C Education Contract Expiry/ Lead Out	To ensure a continuity of service to the end of the current contract and effective transition to any new arrangements	Delivery	2	4,10	Cllr Zahid	Louise Hughes	Karen Adderley	01 August 2007	01 July 2008	A	N/A	N/A	A		16 April 2008	02 June 2008	A proposed 'Plan B' to ensure the council has a contingency plan should contract negotiations stall or fail received approval by the Education Contract Project Board on 19 December 2007. Cabinet report of 6 February, gives DCS delegated authority to put in place the contingency plan should the negotiations with the preferred bidder stall or fail. Work is now underway on developing robust Contract Management arrangements. We are close to finalising with Serco an implementation plan/business readiness criteria to be incorporated into the new contract. Mobilisation and Transition Working group developing Transition Operational Matters spreadsheet to identify actions required including induction for staff transferring to council, communication with stakeholders etc. Cultural alignment session with senior teams from CS and Serco set for 30 June 2008.
	CYP-CHSV-07-0008	C4C BME Attainment	Action plan to improve attainment and EIA and action plan for whole system	Delivery	2	4,5,	Cllr Arif	Louise Hughes	David Taylor	12 June 2007	01 September 2008	A	N/A	N/A	A		15/02/2008 - project is about to be closed	02 June 2008	Currently completing Lessons Learnt and End Project Report forms as it was decided that this project actually has a strategic aim. The need to improve BME attainment is now part of the EW service plan for WREMAP and is part of the CAEP partnership agreement for supplementary provision.
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		To be produced with PCF	02 June 2008	The JAR/APA/CYPP Project Board continue to meet and the project is on track and due to be completed by the 24th June with the CYPP written by early July 2008 .
	CYP-CHSV-08-0002	Connexions Transition Project	To produce an SLA for Connexions Services for the period 01/08/08 to 31/03/09.	Initiation	2	3, 4	Cllr Zahid	Louise Hughes	Ian Cruise-Taylor	01 June 2008	31 July 2008	G	N/A		G		To be produced with PCF	05 June 2008	PRD completed, next step to produce PCF, plan and risk assessment.
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	Delivery			Capital	Revenue	Overall (R/A/G)	🔄 ↻	Date Risk Management Plan Last Updated	Date of last <u>formal</u> 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)					
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 library and other town centre leisure services to Waterfront.	Delivery	1		Cllr Andrew	Steve Lewis	Paul Nicholson	01 January 2003	31 March 2010	G	N/A	N/A	G		20 May 2008	20 May 2008	Update: Urban Splash gap funding application approved by AWM and planning application granted Nov 28. Skate park closed on 7 Sept and demolished, and grouting work commenced, March 08. Relocation of Boxing Club in long term being pursued with NDC as part of Green Rivers project, consultants have produced preferred option and funding bids being prepared; in the interim lease being agreed to retain on site for 3 years. Contract completion on Council land achieved Feb 07. Preparatory works on site 1st December 07. Waterfront south PA submitted April 07 and approved on 25 June. Planning permission granted on William House 12th March 08. Next Steps: Need to consider future development options for Lex site including architectural competition due to be complete in 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 public art. Support planning submission on Staffords site which was submitted to WRC Framework Committee on Feb 5th.
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		20 May 2008	20 May 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. Initial work has been undertaken on proposed schemes for both land to the south of Digbeth and the Old Square Shopping Centre. Progress with proposals are dependent upon the relocation of the market. Master planners Leslie Jones has been appointed by Norton & Proffitt for proposals on land to the south of Digbeth. A design brief has been prepared by
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	A	N/A	G	A	⬇️	21 May 2008	21 May 2008	Update: Project is now at amber as it has been halted whilst waiting for legal input and due to difficulties in rolling the programme out Next Steps: Need to write a CMG report to reflect the current situation with the project and options on how to progress.
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	⬆️	25 April 2008	17 April 2008	March 08 update: Traffic model submitted 05/03/08 to Dft, WRC board mtg 06/03/08, preparing business case. April 08 update: Ongoing preparation to business case, project review with Regan planned and Dft officials visiting 21/05/08, project board met on 17/04/08. 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 aranged with BWB 01/07/08. Project rescoped and now under control of Regeneration.
Other Priorities																			
Yes	R-OTPR-08-0001	North Walsall Depot Relocation	To secure the relocation of the North Walsall Depot from Bloxwich Road to Frysers Road.	Initiation	1		Cllr Adrian Andrew	Paul Nicholson	Richard Chadwick	02 January 2008	31 December 2008	G			G		20 May 2008	20 May 2008	Update: The Council is working towards Heads of Terms for the disposal of Council land at Bloxwich Road, and the acquisition of land at Frysers Road for the new depot site. Next steps: Once 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 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		02 April 2008	02 April 2008	Adults Social Care programme has transferred to SC&I directorate . A review of the overall strategic programme is being undertaken to ensure continued alignment with key strategic priorities . Report to CMT scheduled for 19 June 08.
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	⬆️	31 March 2008	31 March 2008	Draft paper redefining contact centre project being prepared for CMT. Migration of Pest Control service into contact centre planned for 13th June. In discussion with other services regarding moving high volume, low complexity calls into contact centre.
Yes	C-TRAN-06-0006	Transformation Programme: Improving the Customer experience theme - Improving the Customer Experience Project	<ul style="list-style-type: none"> 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		11 March 2008	11 March 2008	Train the trainer approach has been agreed. Training programme for staff and managers has been agreed and modules presented to ICE board. Areas for Pilot have been agreed, Streetpride, ICT and Revenues and Benefits. Pilot will start in June and full rollout will begin in July.
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. <ul style="list-style-type: none"> 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	A	A	A		14 April 2008	07 April 2008	Chassis is being built. Next meeting will be in July. End date is still expected to be October. Advert placed for Community Bus driver. WiFi access has been an issue but ICT are working to resolve this. TC is still working on arranging garage space for the Community Bus. JM mentioned that there may be more capacity at the new depot.
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		14 April 2008	10 April 2008	Web survey draft created. Survey to be run June, July and August. HRD section improved. FAQs being developed based on work with frontline staff. FAQs being developed to support migration of Pest Control into Contact Centre. Meeting of user group to be held 27th June
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		14 April 2008	02 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	G		21 April 2008	03 March 2008	This programme is in the defining a programme stage and is focussing on aligning People, Property and Technology to deliver an Agile Working vision and strategy.
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	Tom McNeill	01 September 2006	31 March 2009	G	N/A	G	G		03 March 2008	03 March 2008	Procurement strategy action plan in the process of implementation. Migration of all temporary agency staff to the Master Vendor contract arrangement; Interactive procurement flowchart/manual being finalized; 07/08 savings target exceeded.
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		03 March 2008	03 March 2008	£930,000 budget savings for 2007/2008 is confirmed achieved; Options report on models for PA support to CMT 19 June 08. Close involvement with CS&ED re care management processes. Work to review debt management strategy in progress.
Yes	C-TRAN-07-0001	Transformation - Efficiencies Programme Board - Oracle - Procure to Pay Project - phase 1 business case and Target Operating model (TOM)	Deloittes 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		03 March 2008	03 March 2008	Report to CMT in June 08 for approval of buisness case and operating model.Cabinet report July 08.

										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 <u>formal</u> project review	Current Position	
Yes	C-TRAN-06-0012	Transformation - Efficiencies Programme Board - HRD Transformation	A joined up HR and Development service delivery model that improves both the quality and efficiency of the current service, puts the customer at the heart of everything we do and has the foundation for further transformation and continuous improvement. Definition and communication of a revised vision and strategy supported by a new organisation structure; modernised customer contact including HRD portal and service centre; NVQ centre transfer	Delivery	1	10	Cllr Arif	Tim Johnson	Julie Black	23 January 2006	31 March 2009	A	N/A	N/A	A		03 March 2008	03 March 2008	Timelines for project delivery in the process of being rescoped.. A survey on agile working and workstyles is currently being conducted. Sickness absence portal now live in all directorates. Roll out to schools planned for Sept 08.	
Performance Management (Helen Dudson)																				
Yes	C-PERF-06-0002	CPA Corporate Assessment 2007/08	Development of action plan, self assessment, management of assessment process	Delivery	1	10	Cllr Arif	Tim Johnson	Helen Dudson	08 June 2006	30 June 2008	G	N/A	N/A	G		02 June 2008	08 May 2008	02.06.08 - Work is continuing on development of a communications plan to coincide with publication of result on 03.06.08. Discussion to follow with Champion regarding final stages	

Number of current projects											
202	Executive Director	Directorate	Strategic Projects	STRATEGIC PROJECT STATUS							
				No RAG		RED		AMBER		GREEN	
				No	%	No	%	No	%	No	%
	Jamie Morris	Neighbourhood	11	0	0%	0	0%	3	27%	8	73%
	David Martin	Social Care & Inclusion	4	0	0%	0	0%	2	50%	2	50%
	David Brown	Childrens & Young Person	7	0	0%	0	0%	3	43%	4	57%
	Tim Johnson	Regeneration	17	0	0%	0	0%	4	24%	13	76%
		Total	39	0	0%	0	0%	12	31%	27	69%

Executive Director	Directorate	All Projects	ALL PROJECTS STATUS							
			No RAG		RED		AMBER		GREEN	
			No	%	No	%	No	%	No	%
Jamie Morris	Neighbourhood	85	0	0%	1	1%	17	20%	67	79%
David Martin	Social Care & Inclusion	28	0	0%	2	7%	10	36%	16	57%
David Brown	Childrens & Young Person	11	0	0%	0	0%	6	55%	5	45%
Tim Johnson	Regeneration	78	0	0%	1	1%	6	8%	71	91%
	Total	202	0	0%	4	2%	39	19%	159	79%

RAG List

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Status List

- Start Up
- Initiation
- Delivery
- Closure
- Complete
- On Hold
- Cancelled
- Not Started

Trend Arrows

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