



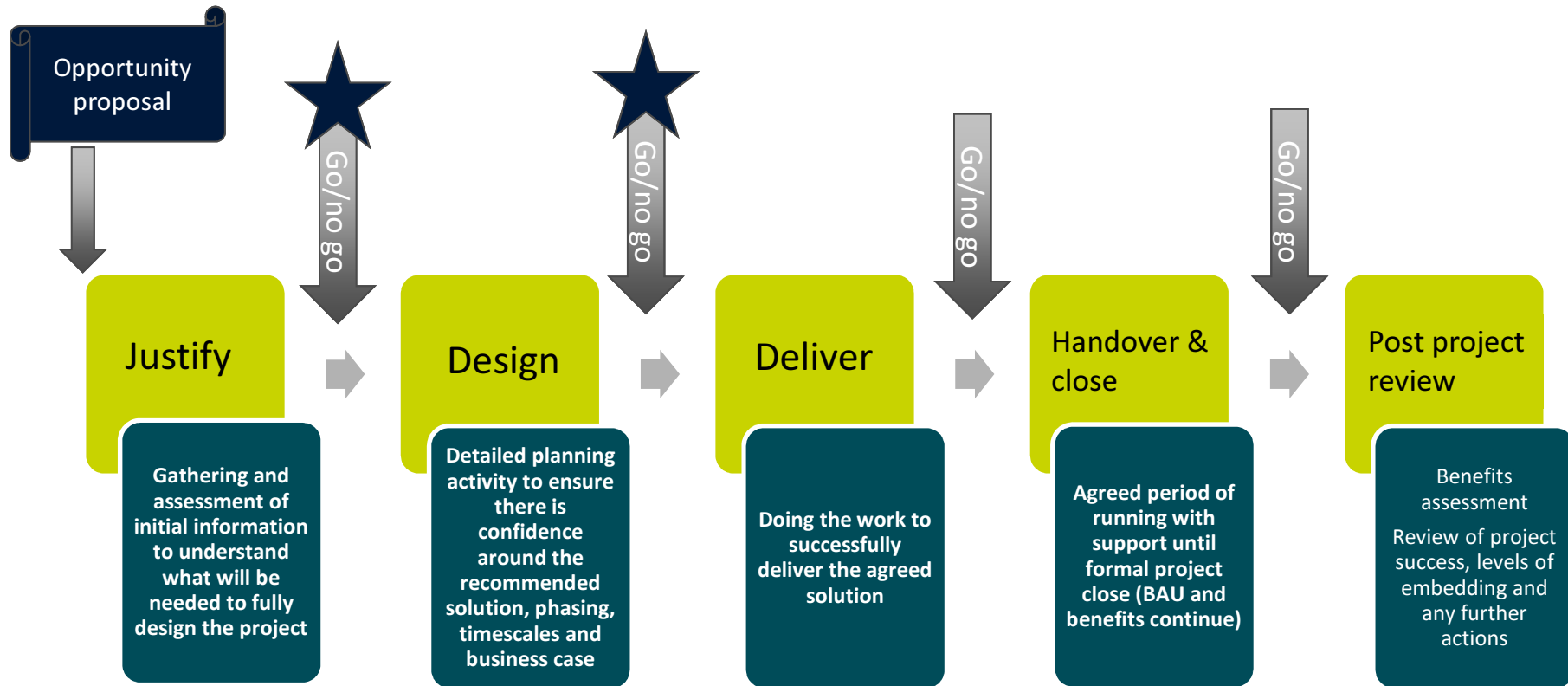
CMT programme board

Date: 8 October 2018

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Governance lifecycle



Residential Homes

Overall project status:
Green

R	Outside agreed parameters
A	At risk
G	On track
NYB	Not yet baselined

Project Stage: Justify

Report date: 03/10/2018

Next report date: 03/12/18

Key milestones

Milestone	Target date	Status
Proposals made public	08/10/18	G
Consultation Go-Live	24/10/18	G
Consultation Closes	16/01/19	G
Closure Decision	20/02/19	G

Support, decisions & discussions required:

- Appropriate resourcing of the project as and when required.

Key activities completed this period

- Timeline for consultation agreed
- Briefing on proposals with Staff and effected families planned and being held 8/10.
- Key consultations documents in early draft stage.

Key activities for next reporting period

- **Consultation materials finalised and approved**
- **Consultation events held**

Key considerations

	Status
Scope	Green
Time	Green
Budget	NYB
Benefits	Amber
Resources	Amber
Success criteria	Green

Key risks

Description	Actions
A decision to close negatively impacts upon the council reputation and this may escalate to have impacts in local media.	Briefings arranged with families to ensure they hear messages direct from the council. Informative consultation to be held allowing stakeholder to provide feedback on proposals.
Quality of service falls due to uncertainty regarding the future of the homes.	Managers to work with staff to keep focus on the retention of high standards. Full staff consultation to be held. Learning from other projects to be applied.
Challenge or judicial review due 4 consultations being run simultaneously (resultant capacity leads to less rigorous consultation).	Consultation pushed back from 17 th to 24 th Oct to provide time to develop materials. All materials to be signed off from Legal and IIC.

Adults – Strength Based approach Implementation

Overall project status:
Green

R	Outside agreed parameters
A	At risk
G	On track
NYB	Not yet baselined

Project Stage: Justify/Design

Report date: 03/10/18

Next report date:

Key milestones

Milestone	Target date	Status
QAF framework launch	Oct 2018	G
Training events for staff	Nov / Dec 2018	G
Toolkit for staff	Nov 2018	G
Staff Conference	Nov 2018	G
3 conversation model built into Paris	TBC	A

Key considerations

	Status
Scope	Green
Time	Green
Budget	NYB
Benefits	NYB
Resources	Amber
Success criteria	NYB

Support, decisions & discussions required:

- Resources from within Service Area and Strategic Programme and Change team to be agreed

Key activities completed this period

- Opportunity proposal approved by ASC Improvement Board 14/09/18

Key activities for next reporting period

- Outline BC to go to ASC Improvement Board for approval 22/10/18

Key risks

Description	Actions
Lack of resources assigned to project	Resource plan to be completed
Understanding of reasons for failure of strengths based implementation project not complete	Assess baseline and targets / key areas for improvement as part of business case
Crossover between project and BAU	Regular liaison with Service Improvement manager to understand and agree priorities

STEP/ Sage

Overall project status:
Green

R	Outside agreed parameters
A	At risk
G	On track
NYB	Not yet baselined

Project Stage: Design

Report date: 03/10/2018

Next report date: 03/12/18

Key milestones

Milestone	Target date	Status
NYB		

Key considerations

	Status
Scope	Green
Time	Amber
Budget	Green
Benefits	Green
Resources	Green
Success criteria	NYB

Support, decisions & discussions required:

- Milestones to be included once Gantt v 1 is agreed by SCC.
- NB for general awareness, commercial discussions are decoupled from this project

Key activities completed this period

- STEP PID v1.6 agreed by SCC
- Reviewed activities out of scope
- Initial review of existing structure charts provided by Capita
- First drafts of other project documentation received and provided feedback

Key activities for next reporting period

- STEP Gantt chart for joint project to be agreed
- Finalise first versions of other key project documentation
- Develop SCC programme plan
- Update resource plan
- Workstreams to kick off

Key risks

Description	Actions
Novation of contracts to SCC not complete prior to termination date leading to service disruption.	Requesting early and ongoing provision of contract information from Capita to enable prompt negotiation with suppliers.
Excessive staff attrition during termination period leading to loss of key skills and knowledge.	Regular communications with affected staff. Review of information provided by Capita regarding TUPE roles.
Inaccurate service planning/disruption due to lack of accurately documented operational processes/contract information/workforce data.	Working to negotiate reasonable timescales for release of information, workstreams to agree quality standards and content.

Smart Ways of Working

Overall project status:
Green

R	Outside agreed parameters
A	At risk
G	On track
NYB	Not yet baselined

Project Stage: Design

Report date: 01/10/2018

Next report date: 03/12/2018

Key milestones

Milestone	Target date	Status
Develop P1 design	30/11/18	G
Furniture spec dev.	28/09/18	G
WiFi Survey	21/09/18	R
Develop HR policies	28/02/19	G
Develop guidance	01/08/19	G

Key considerations

	Status
Scope	Green
Time	Green
Budget	Green
Benefits	Green
Resources	Amber
Success criteria	NYB

Support, decisions & discussions required:

- CMT & Leadership support and role-modelling of 'Smart Ways of Working' model is vital to the success of the project. Including challenging teams and managers to adopt the change as it occurs and holding to account if expectations are not met .

Key activities completed this period

- Listed building application submitted.
- CMT & Leadership briefing sessions.
- Move Manager post out to advert and shortlisting complete.
- Review of teams user requirements.

Key activities for next reporting period

- Update meetings with Phase 1 teams.
- Progress furniture procurement.
- Develop suite of design stage project documentation.
- Commence detailed design work.
- Project Risk workshop.
- Project launch to staff.

Key risks

Description	Actions
Failure to adopt new model of working will lead to project failure.	Focus on leadership support and buy in. Dedicated Change Manager to project.
Insufficient funds for whole project roll out, leading to failure of model.	Break out further phases into smaller pieces of work, allowing more dynamic capital funding.
Teams in satellite locations could be made to feel 'less than'.	Clear communications strategy. Organisation to consider stance on model rollout to satellite sites.

CCM

Overall project status:
Green

R	Outside agreed parameters
A	At risk
G	On track
NYB	Not yet baselined

Project Stage: Design

Report date: 01/10/2018

Next report date: 03/12/2018

Key milestones

Milestone	Target date	Status
Contract signature	30/09/18	R
V5 vs V6 decision	09/10/18	G
Provision of V5 test environment	31/10/18	G
'As Is' business process mapping	31/01/19	G

Support, decisions & discussions required:

- V5 vs V6 decision required (dependency for contract signature)
- Milestone plan for implementation to be agreed (Go live Q1 2020)

Key activities completed this period

- Awarded contract to Careworks Ltd
- Contract discussion/negotiation ongoing
- Option paper created for presentation to Project board and Councillor's for V6 decision.
- Business process mapping started in Children's and Adults.
- Draft resource plan created.

Key activities for next reporting period

- Confirm V6 decision
- Sign Contract
- Continue with business process mapping
- Project plans and governance documents to be presented to project board.
- Agree resource plan at board.

Key considerations

	Status
Scope	Green
Time	NYB
Budget	Green
Benefits	Green
Resources	Green
Success criteria	NYB

Key risks

Description	Actions
V6 of CareDirector is under development. If the interface or functionality is different or not what we expect, we have limited options to change.	Clear defined requirements, regular meetings with CareWorks to ensure expectations are aligned. As soon as V6 is demonstrable, ensure project team are familiar with it and also engage the business.
Lack of early comms leads to a level of service disengagement (frontline staff).	The Business Change Manager will write a full communication and change plan along side the project planning for this project. As soon as the contract is signed, send comms to all Paris Users.
Challenge from non-successful providers (due to timelines).	Involve legal in any significant slippage or other issues that may impact this.

Clean Air Zone

Overall project status:
Amber

R	Outside agreed parameters
A	At risk
G	On track
NYB	Not yet baselined

Project Stage: Design

Report date: 04/10/2018

Next report date: 03/12/2018

Key milestones

Milestone	Target date	Status
Technical Feasibility study	12/10/18	G
Consultation outcomes	22/10/18	G
Modeling report	28/11/18	G
BC submission to JAQU	30/11/18	R
Forward Plan	30/11/18	G

Key considerations

	Status
Scope	Green
Time	Amber
Budget	Amber
Benefits	Green
Resources	Red
Success criteria	NYB

Support, decisions & discussions required:

- Appropriate resourcing and prioritisation of project as required within existing resources.
- Organisational support for commissioning at risk for implementation team and existing posts prior to receipt of JAQU funding.
- Strict prioritisation required over any additional work directed to project team – need to focus on BC development & associated documentation to reduce challenge during any judiciary review.
- Continued support from CMT & members related to local and national engagement.

Key activities completed this period

- Successful consultation complete (8,500) and currently under review.
- Collaborative work with Port community to inform assessment.
- Adopted revised project plan to align with achievability.

Key activities for next reporting period

- Publication of consultation.
- Modelling results.
- Delivery and completion of NFDC collaboration.
- Draft of full Business Case for recommended option.
- Clean Air Charter for the City

Key risks

Description	Actions
Legal challenge (judiciary review) against project.	Ongoing engagement with Counsel over required mitigation action plan.
Infrastructure delivery within timescales required due to national works.	Ongoing CMT and Members engagement at national level.
Resource, staffing and prioritisation to complete project as required.	CMT required to support phased approach to recruitment at risk prior to JAQU funding.

Housing - Repairs

Overall project status:
Green

R	Outside agreed parameters
A	At risk
G	On track
NYB	Not yet baselined

Project Stage: Design
Report date: 03/10/2018
Next report date: 03/12/2018

Key milestones

Milestone	Target date	Status
Work packages complete	08/11/18	G
New work Packages	22/10/18	G
IT Workshop	02/11/18	G
HIB	06/11/18	G

Support, decisions & discussions required:

N/A

Key activities completed this period
 There are various work streams that have been or are being completed which do not link up to the areas identified for improvements. Work packages have been sent out in order to verify, consolidate and validate the suggested areas of improvement.

Key activities for next reporting period
 Review all work packages, identify and prioritise improvement opportunities.

 Complete a project plan with realistic dates of completion

Key considerations

	Status
Scope	Green
Time	Amber
Budget	NYB
Benefits	NYB
Resources	Amber
Success criteria	NYB

Key risks	
Description	Actions
IT – Northgate Vanilla Upgrade Available test data is not of a suitable quality to enable effective testing across all areas of the Northgate system. Lead time is 3-6 months.	Initial response is that a work around with the available data will be investigated. A revised completion of the testing phase then be determined. The risk to the programme is that the testing phase will now take 3-6 months before completion.
Materials unavailable due to - TP contract core/non standard items, lack of staff understanding about ability to collect materials locally under TP contract, telephone calls/e-mail material ordering increasing beyond the capacity of the Hub team	Review to understand exact cause and nature of problem and identify potential solutions.

Business World

Overall project status:
Green

R	Outside agreed parameters
A	At risk
G	On track
NYB	Not yet baselined

Project Stage: Delivery

Report date: 02/10/2018

Next report date: 03/12/2018

Key milestones

Milestone	Target date	Status
E-recruitment go-live	21/05/2018	G
U4 cloud servers in place	14/07/2018	G
All workshop signoff	16/07/2018	G
System Build complete	31/10/2018	G
UAT complete	31/01/2019	A

Support, decisions & discussions required:

- CMT and Leadership support for resources to be made available for User Acceptance Testing from beginning of December 2018.

Key activities completed this period

- Successful Show and Tells sessions taken place for Expenses and Budget to Control
- Familiarisation sessions booked for most modules, these start from 1st October
- Build progressing
- Project Lifecycle agreed and change request approved.

Key activities for next reporting period

- Familiarisation sessions for Budget to Control, Sales to Cash, Organisation & Position and Payroll, Expenses.
- UAT plan to be finalised.

Key considerations

	Status
Scope	Green
Time	Green
Budget	Green
Benefits	Green
Resources	Amber
Success criteria	Amber

Key risks

Description	Actions
If the project slips it will require a delay of go live to April 2020 due to restrictions on chart of accounts.	Mitigation options paper to be discussed at board meeting on 9th October
Reliance on a small number of key staff causes delays in implementation or negative impact on BAU activities. Additional risk or the risk that lack of knowledge of the system if staff leave.	<ul style="list-style-type: none"> • Backfill requirements identified, funded and resourced. • Include the Resourcelink team in any Knowledge Transfer
Inadequate levels of resources made available for comprehensive UAT leads to delays or inadequate testing and subsequent system issues.	Engagement with leadership and wider to identify and engage UAT resources.
Inadequate levels of compliance with policies and procedures leads to benefits not being fully realised.	Engagement and education on policies and procedures. Leadership role-modelling behaviours. Repeat offenders managed appropriately.

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