

Appendix D: Councils Gold Project Updates as at 30th June 2013

Accommodation & Flexible Working			Project SPONSOR	Roger Parkin	
Wards affected: All			Project MANAGER	Judith Davids/ Mohammed Hassan	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	01/07/2013
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	30/06/2013
Project start date:	01/04/2013		Anticipated Project end date:	TBC	
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> Refresh work at Landmark to include the new carpets and walls painted has now been completed, together with new phone and data ports being installed ready for new desks. Following the presentation to Commissioners & Directors a report was commissioned to investigate costs and feasibility of relocating to the High Street, the report has been completed and is now with Roger Parkin detailing the estimated costs for moving SBC staff out of SMP to a new building in the high street. Decisions on whether to progress the report into realistic relocation plan have yet to be agreed by CMT and Members. Staff survey on the Accommodation & Flexible project has been concluded, results being collated by Comms detailing findings which should be available by next months report. Work request logged with I.T for two workstations to be set up at the Chalvey Community Hub as part of the mobile working initiative, awaiting completion date from I.T. Community Hubs protocol document completed and circulated to the project board for approval. Home & Flexible working policy version 7 consultation concluded no issues raised by the Unions, Tracy Luck to confirm when the documents will be implemented. I.T have confirmed the interim Nimble storage solution order has been raised, subject to receipt, testing and set up it will be available for use by mid September 2013. Meeting held with Service Managers and the Welfare Rights Advisor at LMP to agree the data storage requirements for existing records and process ahead of the storage being implemented. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 10th July – Presentation to the Employment & Appeals Committee detailing the projects objectives and progress to date. Awaiting confirmation from Facilities on when the new desks will be available for LMP. Meetings to be rescheduled with Adult Social Care (ASC) and Finance to agree revised dates for the flexible working pilot, delays due to I.T requirements. (Ongoing) Meetings with I.T, ASC and Finance to agree technology requirements for pilots delayed due to people not being available, meetings to be rescheduled. 					
Key issues of risk / obstacles to progress:					
1. None					
Recommendations for CMT:					
1. To support the project board with the proposed changes to working practices.					

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Britwell Regeneration			Project SPONSOR	Sarah Richards	
Wards affected: Britwell & Northborough			Project MANAGER	Jeff Owen	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	GREEN	GREEN	02/07/2013
<i>Previous month</i>	AMBER	GREEN	GREEN	GREEN	04/06/2013
Project start date:	01/03/2011		Anticipated end date:	31/03/2018	
<p>A horizontal progress bar from 0% to 100%. The bar is divided into two sections: a blue section labeled 'Completed' which extends to approximately 98% on the scale, and a red section labeled 'Remaining' which covers the final 2%.</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. Site 1 – The Britwell Centre: Practical completion has been achieved on 98% of the building. The building is now subject to 1 year defects correction period. The library and other services are now operational. 2. Site 2A/B - Kennedy Park & Marunden Green: C'side properties submitted the planning application on the 7th May 2013. The planning application decision is due on the 25th July 2013. The Development Agreement has been approved by the SBC Project Board and is in the final stages of review by Countryside Properties, Catalyst and its funders. Activity associated with the demolition of the family services building and the scouts/guides hut is now being addressed. Demolition is scheduled for the end of August 2013. The lease for the use of the SEGRO land has been agreed and is being processed by the SBC solicitor. This will allow C'side to submit the second planning application associated with Northborough link path. C'side are currently scheduled to take possession of Kennedy Park at the beginning of October when the site hoarding will be erected. Phase 1 freehold will transfer to C'side upon meeting as DA condition precedent requirements. Phase 2 will hoarded at the same time and taken under licence. The landscaping design for Kennedy Park, associated with the S106 funds and to be carried by the Council is underway and a consultation meeting the neighbourhood board has been scheduled. Investigation into the new skate board park is being carried to inform the procurement route and deign brief. The existing skate board park will be taken out of service on the 1st October when Kennedy Park is hoarded. The aim is to minimize the period of loss of this facility and to proceed with construction of the new skate park in Dec/Jan upon receipt of S106 funds. 3. Site 3 - Garage/ Library Housing Site: Borehole sampling tests on the ground remediation works are being processed and reported to the environment agency. The contractor has requested permission to undertake the development in a single phase to commence immediately upon demolition of the library. It has been agreed the library will demolished in July/August following the removal of utility meters and infrastructure. The foundations to the new housing will therefore commence at the end of August and be constructed in single phase, 10 to 12 month build programme. 4. Site 4 - Jolly Londoner Housing Site: The homes are complete. The properties are now occupied by Council tenants. 5. Site 5 - Newbeech House Site: The three terrace blocks are complete and have been handed over to the HRA. 6. Site 6 - Scout & Guides Accommodation: the foul water drainage connection has been undertaken and the building is now complete. 					

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Key activities / milestones scheduled for next period (Jan):
<ol style="list-style-type: none">1. Prepare the copies of the development agreement for engrossment.2. Enter into contract with C'side Properties under the Development Agreement.3. The Kennedy Park planning application decision.4. SEGRO Northborough link leased to be entered into.5. Skate park design brief to be agreed and the procurement route/programme.6. Utility removal and asbestos testing of family services, scouts and guides buildings.7. Kennedy Park landscaping architect to be procured and detailed design to commence.8. Submit the Northborough link planning application.
Key issues of risk / obstacles to progress:
<ol style="list-style-type: none">1. The planning application will be submitted prior to formally entering into the DA.
Recommendations for CMT:
To note the continuing progress with the project.

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Learning Disabilities Change Programme			Project SPONSOR	Jane Wood	
Wards affected: All			Project MANAGER	Tony Zaman	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	06/07/2013
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	06/06/2013
Project start date:	September 2012		Anticipated Project end date:	March 2014	
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
Review of residential provision and expenditure in all service areas with a refocus on community options and supported living.					
Context					
This area of work is well underway and is the principle component of the LD change programme and has the following component parts:					
<ol style="list-style-type: none"> Using the Care Funding Calculator (CFC) - a national tool that was developed to help purchasers and providers achieve a better understanding of the care costs for accommodation-based care and then renegotiating its contract value. People moving from residential placements into supported tenancies of their own provided by either the LA or private landlords. Remaining in the family home with flexible care provision and negotiation with families. People placed out of borough returning or having care costs renegotiated. 					
The cashable efficiency associated with the project has been achieved early. This has been a month of significant future shaping with clarity over some further short term efficiencies being progressed a pace which it is expected will bring forward efficiencies identified for 2014-15. This activity includes:					
<ul style="list-style-type: none"> Choice care moving Slough residents from disparate placements into a single unit in the borough and their developing of a residential unit for Slough out of borough placements at a renegotiated price. Supported living by Comfort Care to be operational within 8 months. Further progress with identifying general needs housing and the support provision required. OLM are also providing some free analysis of costs which if it appears there are reductions to be found they will negotiate on our behalf for a fixed cost. 					
<u>Key deliverables during the period</u>					
<ol style="list-style-type: none"> Pen pictures of user need and wishes completed and shared with providers on the framework agreement. Providers invited to submit costed proposals for delivering community based care plans with supported housing options. Option appraisal commenced with other Berks Authorities to consider collaborative commissioning options for high need. Work to identify general need housing options continues, as does the business case for a new build extra care option. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> Consideration of market testing. Continuation of work to develop fully costed option appraisals. 					
Key issues of risk / obstacles to progress:					
<ol style="list-style-type: none"> Discussions with providers have mitigated previous risks. 					
Recommendations for CMT:					
<ol style="list-style-type: none"> To note the update. 					

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Safeguarding Improvement Board			Project SPONSOR	Jane Wood	
Wards Affected: All			Project MANAGER	Kitty Ferris	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period:	AMBER	GREEN	AMBER	AMBER	30/06/2013
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	31/05/2013
Project start date:	June 2011		Anticipated Project end date:	End 2013/14	
<p>A horizontal progress bar from 0% to 100%. The bar is divided into two sections: a blue section labeled 'Completed' which extends to the 75% mark, and a red section labeled 'Remaining' which extends to the 100% mark. The x-axis is labeled with percentages from 0% to 100% in 10% increments.</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					

Context:

The numbers of contacts continues to be high (over 600 a month) and the conversion rate to referrals remains low at around 25%. This tells us that agencies do not have a clear understanding of the threshold for intervention by children's social care and/or that children's social care do not apply thresholds consistently. Work to address thresholds is being undertaken through theme 4 of the Improvement Plan. Rates of referrals per 10,000 children has incrementally increased over the past six months and has now been within the tolerance level agreed by the Improvement Board for the third consecutive month. Repeat referrals have incrementally decreased during the same period which alongside the audit of decisions at the front door indicates that triage decision making is improving. During the period a specific audit was undertaken on the quality of notifications of domestic abuse to children's social care and the decisions that followed. The audit evidenced appropriate decision making at the social care "front door" but confirmed concerns that the quality of the information presented to social care by Thames Valley Police was variable.

Key activities completed / milestones achieved in this period:

Theme 1 - Improving Social Care Practice

1. The 'Integrated Front Door' proposal has been endorsed by both the CYPPB and LSCB and consulted on. A project team has been established to implement this by the end of July.
2. Proposals are being finalised to replace the CAF with "Early Help Assessment."
3. The redesign of the Early Response Hub into a Targeted Family Support Service has been completed.
4. The implementation phase is now underway and this new action has been added to the Improvement Plan.
5. Progress has been made in recruiting to management posts; two HoS posts are permanent appointments and two are filled by experienced Interims.
6. There has also been successful recruitment to the LSCB Business Manager post on the second attempt.
7. The recruitment of experienced front line staff in CP remains a concern and focus. The following measures have been put in place to : open advert continues, launch of the recruitment campaign, benchmarked agency rates with neighbours and as a result increased the upper level for qualified experienced staff to attract agencies who have not previously worked as a secondary supplier to Matrix.
8. Audit of cases continues. An audit has shown that decision-making within duty was appropriate and the referral rate is rising towards statistical neighbour performance. Commenced audit of CIN cases.
9. The Staff Communication and Engagement Framework is complete and will be launched for consultation in July.

Theme 2 - Delivering an Effective Children and Young People's Partnership

1. Cllr Mann took up the Chair of the CYPPB at on 21st May, which approved the vision of the new commissioning strategy.
2. The workforce strategy subgroup has held a workshop session to progress the identification of the strategic priorities and delivery approach and the draft strategy will be ready by the end of July.

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3. The engagement and participation strategy subgroup is collating good practice examples (and gaps in arrangements) from across the partnership to assist with priority setting.
4. The Safer Slough Partnership will retain the strategic lead for domestic abuse and will establish a new subgroup with CYPFB representation.
5. The area of development that is proving the most challenging to conclude is the development of the CYPFB Balanced Scorecard.

Theme 3 - Delivering an Effective Slough Local Safeguarding Children Board (SLSCB)

1. Good progress continues to be made in this theme and delivery of all Sector Led Review recommendations has been implemented.
2. The LSCB and the Safeguarding Vulnerable Adults Board have planned a joint development day on 10th July and the Chairs of both Boards are attending the Safer Slough Partnership meeting on 23rd July.
3. The 2013/14 Business Plan has been agreed and the post of LSCB Business Manager has been advertised for a second time; interviews were held on 25th June and the outcome will be reported to the Board.
4. The LSCB has agreed to pilot 'Strengthening Families', a new approach to CP conferences, and work on CSE continues to progress.
5. Additional capacity has been secured from the Safer Slough Partnership to support the implementation of the CSE and child trafficking action plan.
6. A new joint CYPFB/LSCB Participation sub-group has completed an audit of engagement and participation activity and further work has taken place on the creation of a new QA and PM framework.

Theme 4 - Early Intervention and Prevention

1. The Early Help proposals have been endorsed by the CYPFB and LSCB; a multiagency 'Early help in Slough' workshop was held on 5th June, with positive feedback; and focus groups have been held within the Council, with positive responses.
2. Structures have been developed for 'One Front Door' and 'Targeted Family Support Services' and finance has been identified.
3. Detailed work has also been undertaken to understand the barriers in using the e-CAF system and work is underway to launch the future model of Early Help Assessment.
4. It is proposed to align the Troubled Families work with the new Early Help model, which will launch in October.

Theme 5 - Supporting and Sustaining the Improvement Journey

1. Proposals to continue capacity to take forward the improvement programme has been approved by the Council's. This includes implementation of the Early Help model; and additional programme management support for the improvement programme.

Ofsted Inspection:

The introduction of a new multi-agency inspection framework has been cancelled by the Secretary of State, and a new framework is out for consultation. It is anticipated that this new framework will be introduced in the Autumn of 2013. As a consequence the current interim framework of inspection of Local Authority Child Protection Arrangements will continue until this new framework is confirmed and in place.

Key Activities/milestones scheduled for next period

Key Actions for July/August 2013

- Follow up actions from Improvement Board held on 9th July 2013.
- Continued development of an 'Integrated Duty Door' – to include targeted services in information sharing, triage and tasking.
- Implementation of the Early Intervention recommendations and development work stream.
- Recruitment of high quality staff
- Further develop practice through the learning and improvement feedback loop from the Case File Audit process to build on the improvement made in the past few months.

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- Hold joint planning session with the LSCB and SAB.
- Continue to implement corrective actions to redress performance on 'timeliness' of assessment completion.
- Finalise measures against the refreshed CYPP Key Priorities for 2013-15; and
- Finalise the LSCB and CYPPB Balanced Scorecard.

Key issues of risk / obstacles to progress:

The Risk Log has been updated for presentation and endorsement at the Improvement Board on 9th July 2013. Risk logs have also been completed by the statutory partner agencies in the Improvement Programme.

Recommendations for CMT:

Note Progress and agree proposed actions.

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School Places In Slough Expansion Programme April 2013 – March 2014			Project SPONSOR	Robin Crofts	
Wards affected: All			Project MANAGER	Tony Browne	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	05/07/2013
<i>Previous month</i>	RED	GREEN	AMBER	AMBER	04/06/2013
Project start date:	01/04/2013		Anticipated Project end date:	31/03/2014	
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
1. Primary					
<p>The objective for the period April 2013 to March 2014 is to provide sufficient places for reception applicants for September 2013 and places for new arrivals in all year groups.</p> <p>All applicants who applied for reception places for September 2013 were offered a school place on offer day, which was the 16th April and 97% were offered a place at one of their preferred schools, compared to 95% in 2012. Late applicants are being offered places and it is expected there will be sufficient reception places for applicants who apply between now and September.</p> <p>There is pressure on places in current reception, year 1 and year 2. To provide additional places, Claycots Primary has agreed to use available classrooms at the Town Hall site as below. As these classes open the time taken to place pupils should reduce, therefore the timeline above has returned to amber.</p> <ul style="list-style-type: none"> ○ One additional Reception class in May 2013. ○ One additional Year 1 class in June 2013. ○ One additional Reception class In September 2013. ○ One additional Year 2 class in September 2013. ○ Explore opening 2 additional Year 3 classes in autumn. ○ Agreed to permanently expand the Bath Road site to 3 forms of entry, subject to provision of suitable new accommodation. <p>Other current projects are:</p> <p>(a) Expansions at Priory Primary (Phase 2), Lynch Hill (Phase 2) and St Anthony's RC (Phase 1) will be complete for September 2013.</p> <p>(b) St Mary's require a new modular classroom for September 2013 to accommodate a bulge class.</p> <p>(c) Langley Hall Primary Academy has been successful in seeking approval to double in size through the acquisition of the Langley Manor School, adding 52 places per year group from September 2013.</p>					
2. Secondary					
<p>The objective for the period April 2013 to March 2014 is to provide sufficient places for year 7 applicants for September 2013 and places for new arrivals in other year groups.</p> <p>All applicants who applied for a year 7 place for September 2013 were offered a school place on offer day, which was the 1st March 2013 and 95% were offered one of their preferred schools, compared to 91% in</p>					

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September 2012. Late applicants are being offered places and it is expected that there will be sufficient year 7 places for applicants who apply between now and September.

There is pressure on places in current year 10 and applicants are being offered places outside Slough. When this year group moves into year 11 in September 2013, it is planned that there will also be an option to provide education at Haybrook for any new arrivals in addition to East Berkshire College.

There are now 4 secondary Free Schools approved by the DfE. A Sikh faith Secondary Free School will open in September 2013. Work is also underway to open a further 2 secondary Free Schools for 2014 and one the year after for 2015.

3. SEN

Demand for SEN places is rising in line with the growth in population and an expansion programme is underway linked to other expansion projects where possible. Current projects for 2013-14 are:

- (a) Re-provision of Haybrook College (increasing both SEN and PRU places) – works have now started on site.
- (b) Opening of new SEN units at Godolphin Junior and Castleview Primary School. A temporary classroom is required for September 2013 to enable the SEN unit to open.
- (c) Addition of post-16 places at East Berkshire College – the College has been successful in applying for a grant (£1.7m) to provide 50 new post-16 SEN places as part of a larger £16m project and has submitted a new bid for 45 further places in May 2013.

Key activities / milestones scheduled for next period:

1. Take forward the Strategic Review of all school sites.
2. Carry out further adaptations to Claycots Bath Road site to facilitate immediate expansion.
3. Place contracts for temporary classrooms at St Mary's and Godolphin Infant to ensure they are ready for occupation in September.
4. Assess tenders and appoint successful architect/s to take forward development plans for 2014 for Godolphin Junior (phase 2), Ryvers (phase 2), Cippenham Primary (phase 2) and St Mary's (feasibility).

Key issues of risk / obstacles to progress:

1. Significant growth is required in the primary sector. The Strategic Review will help to identify and prioritise projects to provide extra places.
2. The list of candidate primary schools that are yet to expand is now short.
3. The lead-in time for providing accommodation once a project is agreed is usually at least 18 months.
4. Sites for locating new schools are limited.
5. Any delays opening new classes at Claycots will increase the time taken to place pupils.

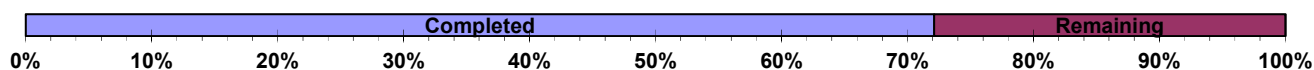
Recommendations for CMT:

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School Services Review			Project SPONSOR	Ruth Bagley	
Wards affected: All			Project MANAGER	Roger Edwardson	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	AMBER	AMBER	AMBER	05/06/2013
<i>Previous month</i>	GREEN	AMBER	AMBER	AMBER	10/05/2013
Project start date:	02/04/2012		Anticipated Project end date:	30/09/2013	
<p>A horizontal progress bar from 0% to 100%. The first 80% is filled with blue and labeled 'Completed'. The remaining 20% is filled with red and labeled 'Remaining'.</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes No <input checked="" type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
1. The preferred bidder, Mott MacDonald was chosen on 17 th July 2013.					
Key activities / milestones scheduled for next period:					
1. SBC to work with Mott MacDonald during Implementation period (17 th July to 2 nd September).					
Key issues of risk / obstacles to progress:					
<ol style="list-style-type: none"> 1. Appointment of provider - consider and scope options to mitigate risk and failure to appoint. 2. Detailed financial and personnel information breakdown of services in scope and those out of scope that impact on both. 3. Communication - ensure consistent internal and/or external and with staff and schools. 4. Ensure sufficient organisational capacity - legal, finance, HR, procurement time and expertise. 5. Whether a number of schools (by number and by turnover) can be encouraged to partake. 					
Recommendations for CMT:					
1. To note level of progress achieved and risks identified.					

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Transactional Services - Phase 2 (Customer Services and ICT)			Project SPONSOR	Roger Parkin	
Wards affected: ALL			Project MANAGER	Judith Davids	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	01/07/2013
Previous month	GREEN	GREEN	AMBER	GREEN	01/06/2013
Project start date:	January 2013		Anticipated Project end date:	09/09/2013	



Has this highlight report been agreed and authorised by the Project Sponsor? Yes No

Key activities completed / milestones achieved in **this** period:

Governance:

1. Joint approach to delivery of this project - **Ongoing**
2. Weekly internal SBC project meetings - **Ongoing**
3. Fortnightly joint project board meetings with arvato - **Ongoing**
4. Introduction of joint operational project team meetings for delivery against the project plan - **Ongoing**

Project Methodology:

5. Project Plan / Risk Register updated on a weekly basis. Exception reporting only to the Joint board on a fortnightly basis.

Scope of project :

6. Scope of services directly impacted by this project - **Confirmed & Completed**
7. Staff within directorates have now been identified - **Confirmed & Completed**

Communication:

8. Communication with affected staff continues to take place to provide updates on progress as per the communications plan through staff briefings, email updates and through dedicated pages on the intranet site.
9. Staff within directorates have been informed by the relevant AD's.

TUPE:

10. Fortnightly staff list updates continue to be provided to arvato –
11. TUPE consultation is expected to start in the middle of July.

Service Specifications:

12. Customer Services Specification - **Completed**
13. ICT Specification - **Completed**
14. Fraud and Investigations Service Specification –currently being developed jointly.

Due Diligence:

- 15 This remains ongoing to help inform arvato's solution.

Retained Structure:

- 16 Model and job descriptions for retained client structure are being reviewed.
Recruitment to be timed to coincide with planned go-live.

Review of IT Estates and Assets:

17. The Assets and Contracts Register has been released to arvato and will be subject to further updates post go-live as more information emerges from service areas. A process for dealing with

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this via change control has been agreed.

18. Delivery model has been agreed which will allow arvato to consider the best pricing structure.

Costings and Financial Assessment :

19. Financial / Budgetary information has been released to arvato for consideration in developing their solution. This will allow them to benchmark and bid on a like for like service basis.

20. arvato proposals for the delivery of phase 2 have been received by the project team and these are currently subject to review and negotiation with our partners.

Key activities / milestones scheduled for **next period:**

1. Completion of Fraud and Investigations Specification including relevant KPI's.
2. Commence recruitment to the retained Client structure.
3. Final Evaluation and assessment of arvato's costed proposals.

Key issues of **risk / obstacles to progress:**

1. Insufficient documentation supplied to plan/maintain/support the systems & Third party contracts and licensing costs within technical specifications. IT Assets and Licences – **most documents have now been provided so there is reduced risk.**
2. Failure to take into account other internal or external activity occurring at the same time which could disrupt the transfer – **impact of school services transfer being closely monitored.**
3. Commercial and contractual closure – **mitigation will be to commence early legal and commercial negotiations.**
4. Annual leave - **joint approach to be considered to manage holiday requests.**

Recommendations for CMT:

1. CMT members are asked to note the progress made since the last highlight report.

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Workforce Strategy Implementation		Project SPONSOR		Ruth Bagley	
Wards affected: All		Project MANAGER		Kevin Gordon	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	N/A	GREEN	AMBER	10/07/2013
<i>Previous month</i>	AMBER	N/A	AMBER	AMBER	05/06/2013
Project start date:	Aug 2012		Anticipated Project end date:	Sept 2013	
<p>A horizontal progress bar from 0% to 100%. The first 70% is filled with blue and labeled 'Completed'. The remaining 30% is filled with red and labeled 'Remaining'.</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. Specification for Commercial Skills training signed off by CMT. 2. Sickness Absence training continues, 217 managers have attended or are booked to attend in the next two months. 3. Healthy Eating day for staff successfully held. 4. 4 Managers charter & portal events held. Good level of feedback received. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Tenders submitted and supplier agreed for Commercial Skills training, attendees confirmed and dates publicised. 2. Wellbeing 'Pace along with the Pedometer' initiative held. 3. Review of performance management training, competencies implementation & next steps. 					
Key issues of risk / obstacles to progress:					
<ol style="list-style-type: none"> 1. In the absence of ERP solution, information to support improvements in absence management is collated, analysed and distributed manually. This is currently supported by additional administration resource in HR which will be subsumed within existing budgets. 					
Recommendations for CMT:					
<p>:</p> <ol style="list-style-type: none"> 1. Advise on timescale for ERP. 					